

National Center for Transit Research  
**Promotional Materials Clearinghouse**  
Year 5 Final Report – 2001-2002

Prepared by  
The Marketing Institute  
Florida State University College of Business  
October 2002

For  
National Center for Transit Research  
University of South Florida

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## Appendix

## Executive Summary

The Promotional Materials Clearinghouse is a project of the Marketing Institute and is underwritten with funds from the National Center for Transportation Research. The objective of the project is to provide transit professionals with access to information that fosters creativity, exchange, and efficiency in the promotion and marketing of transit services. This report summarizes the activities of the project's operation for the period of 2001 - 2002.

The Promotional Materials Clearinghouse is a participant-driven undertaking. All materials currently archived at the Clearinghouse were solicited from transit systems and TDM agencies nationwide with marketing managers serving as the primary contact. To date 115 transit systems and/or commuter assistance programs have contributed materials to the project.

Information exchange is achieved primarily through a site on the World Wide Web and is accessible at <http://nctr.cob.fsu.edu>. Most materials submitted to the Clearinghouse are reviewed and, when applicable, are posted in digital format onto one of the site's four sub-sites. These sub-sites include: a gallery of marketing and promotional materials; an Internet resource guide of interest to transit and TDM marketers; a text section containing marketing documents, survey data, and news; and a section titled "Imagine" which provides instructional support on both design and marketing issues as they pertain to cost. Although the Internet continues to serve as the primary mode of information exchange, users can also access or request information through traditional means such as phone, fax, or mail. Clearinghouse staff provides routine technical support and expertise to help public transportation marketers identify and access resources that meet their needs.

Highlights of this report include a summary of a licensing and acquisition project for the Florida Department of Transportation and the preliminary findings of a survey involving transit and TDM marketers across the country. The web site serves as the primary product for this project.

The Clearinghouse has received in excess of 12,000 hits since its inception. The site also continues to grow and adapt to the changing needs of users and the manner in which transit marketing is changing in response to customer needs. Requests for additional information should be directed to: the Marketing Institute, Florida State University College of Business, Tallahassee, FL 32306-1111, (850) 644-2509, fax (850) 644-6231, e-mail – [jeff@tmi.cob.fsu.edu](mailto:jeff@tmi.cob.fsu.edu).

## Project Background

Development of promotional and communications collateral can be an expensive and time-consuming undertaking for transportation demand management (TDM) agencies, especially in today's environment of down-sizing and tight budgeting. An unfortunate consequence of such downsizing is the toll it takes on the marketing efforts of transit systems and TDM agencies whose marketing budgets are often required to do more with less.

A survey of transportation professionals conducted by the Marketing Institute at Florida State University's College of Business in 1995 revealed that one possible solution to this dilemma was the creation of a transit marketing clearinghouse. Ideally, this clearinghouse would archive marketing collateral from transit systems throughout the U.S. and provide transit marketers with on-demand access to this information. It was believed that such an exchange would help reduce the budget and time demands associated with the production of new promotional materials and promote enhanced communication between transit marketers.

Additional considerations focused on the communications medium best equipped to achieve the goals of such a project. The adopted medium would not only facilitate the exchange of information but would also reflect the changing nature of information gathering and distribution in the marketplace.

In the end, the Internet, primarily the World Wide Web (WWW), showed the most promise in bringing the clearinghouse concept to fruition. It was envisioned that users would access a designated web site and review examples of transit marketing collateral from around the nation. Furthermore, when permitted users would be able to download artwork which could then be incorporated into the design of their own marketing and promotional collateral.

With a proven ability to fuse the talents of faculty, staff and students at Florida State University's College of Business, the Marketing Institute (then the Florida Institute for Marketing Alternative Transportation) sought funding to initiate the project. The requested funding was granted by the U.S. DOT's National Urban Transit Institute, and in 1996, the project became a reality.

Since that time the Clearinghouse has evolved in accordance with trends in public transit services and the field of marketing. Furthermore, the inclusion of transportation demand management (TDM) interests to the Clearinghouse has also greatly enhanced and broadened the benefit of the project. And in 2001-02, the operational year for which this report is being written, the National Urban Transit Institute became the National Center for Transit Research (NCTR), and the Clearinghouse now operates under the auspices of that organization.

The information that follows provides a summary of the activities undertaken in the project's most current year of operation. This report also summarizes the tasks originally identified in the project proposal and the actions taken towards their completion.

This report does not represent the product itself. Instead, the web site and its associated materials are available for review online at <http://nctr.cob.fsu.edu>. For documentation purposes, the site and other relevant documents referenced in this report have been burned onto the attached CD ROM and reflect the site as of August 2002. (Please refer to accompanying documentation for file retrieval instructions.) This report is rather a summation of the actions that have lead to the current incarnation of the Clearinghouse web site and its associated technical support and instructional activities.

## Task 1: Continue Materials Acquisition

Initiation of the Promotional Materials Clearinghouse was predicated on the need for a forum through which transit marketers could view the work of their peers in a variety of different markets. Subsequently, the primary focus of the Clearinghouse has been the acquisition and posting of marketing collateral from transit systems from both the U.S. and Canada. In 2001, however, the Clearinghouse's mission was expanded to include the acquisition of transportation demand management (TDM) materials from commuter assistance programs and transportation management associations (TMA). The inclusion of this new material broadens the scope of the project and provides direct assistance to the needs of Florida's various TDM and transit systems while continuing to address the needs of organizations throughout the country. To date, more than 100 agencies have contributed materials to the Clearinghouse.

As a continuation of the 2000-01 project year, TDM agencies were contacted more frequently as a resource for promotional collateral. More effort, however, was put into collecting these materials as they relate to broader promotional efforts by the sponsoring agency. For example, although informational brochures that simply summarized the provisions of particular service programs such as Guaranteed Ride Home Programs were solicited, more focused efforts went into collecting materials that promoted the agency and their services in a competitive environment.

The Clearinghouse did not, however, exclude the collection of information brochures and other materials. These materials are a very important component of a transit system or TDM agency's communications efforts. Without such materials, a vital communication link between transit and TDM agencies and their customers is missing.

### Materials Collection Process

During the Clearinghouse's first year of operation, forty-three transit systems contributed materials to the project. Furthermore, through our acquisition process, the Marketing Institute was added to the mailing lists of a variety of both transit and TDM agencies. Consequently, the bulk of materials received via this process were newsletters, service brochures, and annual/quarterly reports.

The acquisition of more specialized promotional materials were undertaken either through awards programs by both the Association for Commuter Transportation (ACT) or the American Public Transit Association (APTA) or through solicitation letters. This latter process was typically initiated upon review of periodicals published by both the aforementioned organizations. *Passenger Transport*, the monthly publication of APTA, and *TDM Review*, the quarterly publication of ACT, were routinely reviewed to identify promotional and marketing campaigns of interest to the Clearinghouse. Once identified, solicitation letters were submitted to the appropriate agency requesting additional information about the program and any associated promotional literature.

Following the acquisition process, questionnaires were forwarded to the submitting agency asking them basic information about the particular piece(s). The information gathered

from these questionnaires was then used to develop a narrative to accompany the piece once it was posted on the Clearinghouse web site.

## **TDM Listserv**

Another new acquisition process that was utilized more frequently during this reporting period was the use of both the TDM Listserv operated by the National Center for Transportation Research at the Center for Urban Transportation Research at the University of South Florida and a comparable listserv operated by the American Public Transit Association (APTA).

Through these two services, Clearinghouse staff was able to track and respond to a variety of questions related to marketing and service development. Such responses allowed for substantial information transfer between the two sites. For example, the TDM Listserv is primarily composed of ridesharing professionals while the APTA listserv addresses specific transit industry needs. However, by responding in kind to similar questions and answers on both systems, the Clearinghouse was able to better bridge various gaps in information sharing.

An additional benefit of using these two services is the broad exposure given to the Clearinghouse. Replies to listserv users by Clearinghouse staff generated substantial interest in particular programs throughout the United States and, for a brief period, increased requests for information from the TDM public.

## **Text Documents/Marketing Plans**

A parallel task of the materials acquisition process was solicitation for and receipt of text-based documents. Although strategic marketing plans were at the cornerstone of this solicitation activity, attempts were also made to gather materials that would function as instructional or “how-to” documents.

The best response to this solicitation task was linked to marketing plans. In conjunction with an e-mail string generated by the TDM Listserv, numerous agencies submitted marketing plans to the Clearinghouse or requested copies from the existing archives.

## **Florida TDM Marketing Materials Catalog & Acquisition**

In 2000, the Marketing Institute, through an agreement with the Center for Urban Transportation Research, compiled a catalog that contained award winning or innovative marketing materials from across the United States. These materials were newly acquired from both transit systems and ridesharing agencies or were culled from Clearinghouse archives.

The intent of this catalog was to provide Florida’s various TDM agencies with an overview of effective visual marketing programs and then determine if interest in such programs warranted licensing and copyright acquisition by the Florida DOT. The catalog was distributed in December 2000 and selections were submitted in February 2001. Interest in these materials was gauged based on a numeric rating system of 1 to 5. Agencies were asked to identify not only their interest but their *level* of interest as well.

Subsequently, an exhaustive research effort was put into effect in June 2001 to identify the licensing and copyright parameters for the most highly sought materials. Clearinghouse staff compiled a search list of approximately 30 items/collateral. Staff then contacted the agency from which the materials originated and requested permission to adapt the materials for use within Florida. In certain circumstances, such permission could not be granted by the agency, and they deferred to their creative agency – typically an advertising or public relations firm.

When permission was granted and fees were not involved, Clearinghouse staff initiated the acquisition of said materials. When funds transfer was involved, the Institute provided all such information to FDOT. A final compilation report was distributed to Florida's TDM agencies in December 2001, outlining the particular acquisition and usage rights for all research materials. *(A copy of this compilation report is included within the Appendix as Item A.)*

## **Innovation in Transportation**

While the Clearinghouse is chiefly presented as a catalog for transit system marketing, we believe it to be beneficial to also offer brief articles on news in the TDM industry. The inclusion of news articles not only offers educational and networking benefits but also gives the site an updated and fresh appearance.

The staff primarily looks for innovation in the transit field before initiating any additional research for subsequent articles. The Clearinghouse has reported on the revolutionary marketing tactics such as capability of downloading transit schedules and maps to personal digital assistants (PDA). A detailed look at how Massachusetts Bay Transportation Authority takes advantage of this new technology was presented in early summer of 2002. Even proto-types in the transportation field have been highlighted. One article was written on the new Maglev train that is being tested at Old Dominion University. If this train performs as predicted it may possibly revolutionize the ground mass-transit industry.

The Marketing Institute continues to monitor updates and developing news in the transportation field. Supplying industry professionals with such information allows us to offer a variety of information to attract more of the market to our site. The referenced articles may be access online at <http://nctr.cob.fsu.edu>.

## **Gallery Search Function**

As the amount of information within the Clearinghouse has accumulated, the ability to successfully search the database had dwindled. Browsing through the growing database had become tiresome for many users. The staff decided the website's contents had reached a level that required a search aide.

The necessity to implement a search function for our gallery was essential. Subsequently, it was necessary to select which elements around which the search would center. The staff decided the two largest factors that would drive a user's search would be "location" and "key word(s)". Now Clearinghouse visitors can quickly access all the sample media for a

specific transportation agency or state. Or, they can view sample materials from specific categories that include representative pieces from all agencies.

## **Task 2: Continue to Assess and Respond to Current and Future Needs of Public Transportation Marketers**

An essential function of the Clearinghouse is to respond to the marketing needs of TDM agencies. By monitoring trends in the industry as described in the previous section, the Clearinghouse has attempted to maintain pace with these needs and wants. In order to assess these trends, needs, and wants, the Clearinghouse initiated a survey of TDM and public transportation marketing managers during this project period.

A survey instrument was developed by the Marketing Institute to assess the various tasks undertaken by TDM and public transit agencies to achieve their organizational goals. The survey design was based on a similar survey conducted in 1995 by the Marketing Institute.

Approximately 700 surveys were distributed; 176 were returned. Transit systems represented the largest percentage of survey respondents even though TDM agencies did complete and return said surveys in a manner commensurate with market share. A copy of the original survey instrument and preliminary findings from this survey are included within the *Appendix* as Item B.

## **TASK 3: Collection and Distribution of Award Winners**

Not all materials submitted to the Clearinghouse are posted due primarily to the volume of materials available. Instead, representative samples of materials are posted that illustrate effective uses of marketing strategy or information design/distribution. Furthermore, Clearinghouse staff undertake efforts to showcase the best of the best. Consequently, award-winning materials as deemed so by either APTA or ACT have become a cornerstone of the collection process.

Each year, APTA presents its AdWheel awards to transit systems who excel in their marketing and communications efforts. The Marketing Institute has built a cooperative relationship with APTA over the past few years in order to more readily acquire these materials for posting on the Clearinghouse web site. Subsequently, in the fall of 2001, request letters were sent to all recipients of a 2001 AdWheel award. Of the fifty solicitation letters sent, approximately half submitted materials to the Clearinghouse.

ACT also recognizes excellence in marketing during its annual international conference. However, due to the Marketing Institute's close working relationship with the ACT Awards Committee, materials were simply forwarded to the Clearinghouse once winners had been announced. ACT, however, does not recognize as many efforts as APTA. Therefore, only a small sample of materials was deemed suitable or appropriate to the Clearinghouse's goals.

## **TASK 4: Tutorial Development and Technical Assistance**

One of the truly rewarding and beneficial aspects of the Clearinghouse is the ability to provide instructional and technical support to transit and TDM marketers on issues of design as they pertain to branding and imaging.

During the past year, Clearinghouse staff was also available to help TDM and transit professionals locate additional resources for use in their print and electronic media materials. A task associated with this endeavor was described previously under *Task 1: Continue Materials Acquisition – Florida TDM Marketing Materials Catalog & Acquisition*.

In addition to this task, Clearinghouse Project Manager Jeff Horton was involved in three instructional efforts involving wide-ranging interests and needs. These activities included a presentation of the TDM Marketing Materials Catalog Acquisition Process at the 2001 Florida TDM Summit, a presentation at the 2001 SEACT Conference, and co-chairing the 2002 SEACT Conference.

### **2001 Florida TDM Summit – Tampa, FL**

Project Manager Jeff Horton presented findings from the acquisition tasks associated with the Florida TDM Marketing Materials Catalog. His presentation focused not only on the availability of licensing rights but also on the adaptability of these materials. This instructional effort was intended to provide an overview of licensing restrictions and the basic legal aspects of theme adaptation. It also provided Florida's TDM and public transit professionals with information on stock photography purchases, model release forms, and contractual obligations with creative agencies as they pertain to public domain funding.

### **2001 ACT Southeastern Regional Conference – Atlanta, GA**

As part of the Clearinghouse's instructional mission, Project Manager Horton co-presented at the 2001 SEACT Conference in Atlanta on the issues affecting visual marketing. Also, in light of post-9/11 sentiments, a sizeable portion of this presentation was dedicated to opportunistic advertising practices and their potential pitfalls. This component of the presentation utilized samples of WWII Department of State social advertising and how they related to possible advertising scenarios affected by September 11.

### **2002 ACT Southeastern Regional Conference – Tallahassee, FL**

Clearinghouse Project Manager Jeff Horton served as co-chair of the 2002 Southeast Regional Commuter Transportation Conference in Tallahassee, FL. As co-chair of this conference, Mr. Horton assisted in structuring the program to reflect the needs and wants of TDM and transit marketers. Two sessions were developed that addressed the specific needs of non-profit marketers as well as the finer points of marketing services to a multi-cultural audience. Mr. Horton served as the facilitator for both of these presentations.

## **TASK 5: Professional Presentations and Final Report**

Presentations associated with the Clearinghouse's education and outreach activities are described in Task IV. This report serves as the completion of Task 5.

## FUTURE NEEDS & CONCLUDING REMARKS

The Promotional Materials Clearinghouse continues to generate significant awareness from transit systems and TDM agencies throughout the U.S. As the Clearinghouse has evolved, however, greater interest has been witnessed in the technical support and instructional aspects of the project. Both the TDM Catalog and ACT International Conference, as discussed earlier in this report, have demonstrated a great need for the Clearinghouse's technical and design expertise. For this reason, as the Clearinghouse continues, more emphasis should be placed on the need for routine instruction in the areas of design, cost, distribution, and technology.

Since its inception, the Clearinghouse web site has received in excess of 7000 hits. It has also generated correspondence from transportation professionals not only in the U.S. but in Europe and Asia. These requests demonstrate the value of the services offered by the Clearinghouse and the necessity for integrating marketing strategies into the development and maintenance of public transportation services.

However, to maintain relevance in the TDM and transit communities, the Clearinghouse will need to grow with the ever-changing needs of its users. As summarized earlier in this report, improvements to the project that would greatly benefit users include searchable databases, greater instructional support, and availability of ready-to-use templates for newsletters and brochures.

Requests for information about the Promotional Materials Clearinghouse and this report should be directed to:

the Marketing Institute  
attn: Jeff Horton  
Florida State University College of Business  
321 Rovetta Business Building  
Tallahassee, FL 32306-1111  
(850) 644-2509  
fax (850) 644-6231  
<http://tmi.cob.fsu.edu>

## **APPENDIX**

**ITEM A: "TDM Marketing Materials Catalog: Selection Results and Proposed Acquisition Strategy"**

**tdm**  
**marketing**  
**materials**  
**catalog**

*selection results and proposed acquisition strategy*

the Marketing Institute  
Florida State University College of Business  
December 2001

## SELECTION RESULTS

The TDM Marketing Materials Catalog was originally submitted to Florida's TDM and transit systems during the 2000 TDM Summit at the Center for Urban Transportation Research. Materials within the catalog were collected from a wide range of transit systems and rideshare agencies throughout the country. Representative samples of most materials were included in the catalog with the exception of audio and video. Screenings of these materials were provided to Summit attendees on site.

Each participating Summit attendee was provided with a selection form on which they were to record their level of interest in a particular promotion and the associated print/video/audio materials. Each attendee was asked to select a maximum of 30 materials and rate them on a scale of 1 to 5 with "5" being the highest level of interest. Selection forms were then to be submitted to the Marketing Institute which would then initiate the initial acquisition process.

The final selection forms were not received by the Marketing Institute until April of 2001. Forms were received from: Space Coast Area Transit, Bay Area Commuter Services, LeeTran, the City of Gainesville, Pinellas Suncoast Transit Authority, the University North Transportation Initiative, Commuter Services of North Florida, the West Florida Commuter Assistance Program, and Volusia County Transit (VOTRAN).

Once collected, the selection forms were reviewed, and the most popular items were identified and a corresponding value was assigned to the materials based on ratings supplied by the submitting agency. The maximum value any material could receive was 45. Subsequently, materials with the highest point total were selected for further review and acquisition.

## SELECTED MATERIALS

Only materials receiving a total score of 10 or more were used for the initial solicitation process. Thirteen (13) campaigns received a score of 10 or more; these are the materials included within this report. Several additional materials were also identified, but scored significantly less once the selection forms were tallied. Therefore, the original thirteen campaigns are considered our Tier 1 materials. If the University of South Florida is unable to acquire these materials due to budgetary concerns, we will provide information about the remaining documents which we refer to as Tier 2 materials. We have already received information about many of these Tier 2 materials, but they are not included in this initial report.

**Reference Names and Scores:** On the accompanying pages, a summary of the selected materials is provided along with contact information, cost summaries, and a tracking record of all communications between the Marketing Institute and the responsible agency. Each promotion is identified by its original catalog reference name and number (e.g. WFCAP1, MNMETRO1, etc.). This catalog reference name is followed by that promotion's score per a tally of the materials selection forms. This number appears in brackets. For example, Foothill Transit's "We Drive" ad series received the highest score of all materials – twenty-nine (29). Therefore, in the summary information for that particular item, both the reference name and score will appear as FTHILLS1 [29].

**Contact Information:** "Contact" provides the name of the most recent contact for a particular agency or for its advertising/creative agency. These contacts changed over the course of the information solicitation process.

**Solution:** When particular problems were encountered in soliciting information or permissions to use the selected materials, we have included a proposed solution. This solution is intended to identify cost-efficient methods in which to duplicate the materials when permission has not been granted or is pending.

**Cost:** When a specific cost is known, it is quoted here. However, no agency or corresponding ad agency has provided specific cost quotes for these materials.

**Tracking Record:** Despite our initial confidence in the quick response of contacted agencies, the process of identifying responsible individuals within an organization was quite difficult. "Tracking Record" identifies the tasks and dates undertaken by the Marketing Institute while pursuing additional information about each promotion.

## **STOCK PHOTOS**

Many of the promotions included within this report used stock photography in the design and development phase of the printing process. As we were reminded numerous times, agencies cannot grant third party permission to use stock photos. Therefore, when stock photos were used, we asked each responsible agency to provide purchase information to us so that we could identify the source of the images and provide a corresponding cost.

In addition to stock photographs, some agencies used photographs of local models. Subsequently, they could not grant permission to use the photographs. They suggested that we negotiate rates with each model -- independent of any agreement with them. In such instances, the Marketing Institute has identified stock photo resources that can substitute for the original models. For example, for SOCAL1 in which private photographs of children were used, we have identified the resource and cost for acquiring stock photos of children that can be used.

\* \* \*

We have provided as much information here as possible. Unfortunately, much of the information we have solicited has not been provided by the agencies we have contacted. We will continue to solicit additional information and forward that information to CUTR once received. We will also work with CUTR to identify methods for duplicating materials in a cost-effective and legally responsible manner.

For additional information, contact:

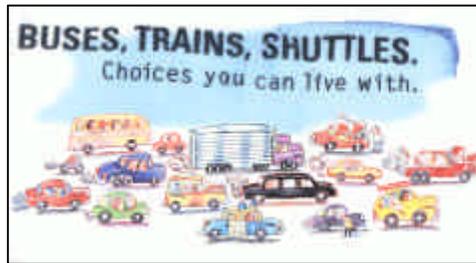
Jeff Horton  
The Marketing Institute  
FSU College of Business  
Tallahassee, FL 32306-1111  
(850) 644-2509  
[jeff@tmi.cob.fsu.edu](mailto:jeff@tmi.cob.fsu.edu)

**Catalog Reference:** CALTRAIN1 [16]  
SANMATEO1 [7]

**Contact:** James Namba  
San Mateo County Transit District  
(650) 508-6200

**Campaigns:** "U.S. Murines – Choices You Can Live With"  
"What would you do with an extra hour each day?"

**PERMISSION GRANTED and Artwork Received.**



CALTRAIN1

SANMATEO1: "Choices You Can Live With," "U.S. Murines"

These two campaigns were developed by the San Mateo County Transit District for use by Caltrain and the San Mateo County Transit District, respectively. James Namba of SamTrans and Caltrain Marketing has authorized us to obtain the two campaigns for use in Florida per the attached e-mail correspondence to Jennifer Grice.

Although the two campaigns were developed independently, we felt that the two campaigns work well together. Furthermore, since they were developed by the same marketing department, we solicited the two campaigns jointly.

San Mateo has agreed to allow Florida TDM agencies to use its materials. The submitted images and graphics are included on the accompanying CD ROM. These materials were forwarded by FJCandN, its ad agency. Before using these materials within your specific market, please notify San Mateo of your intention to do so.

**COST:** unknown

**TRACKING RECORD:**

5/24/01 Left Phone Message  
6/5/01 Letter sent  
8/14/01 Call and left message with Pat Boland.  
8/15/01 Pat Boland returned call and program was explained.  
8/17/01 Follow-up phone call was made  
8/20/01 Spoke once again with Pat  
8/20/01 James Namba phone  
8/21/01 Called 9:05 am PDT; no answer  
8/21/01 James Namba called to get additional information  
8/22/01 Spoke with James Namba. He will contact ad agency and authorized them

to work with us.

8/29/01 Kelly Stevenson of FJCN (San Mateo's ad agency) phoned indicating that San Mateo may operate without their authorization. Last communication.

10/19/01 CDs were received from FJCandN containing the above referenced artwork.

**Catalog Reference:** FTHILLS[29]  
METROLINK1 [7]

**Contact:** Alberto Gonzales  
Pulsar Advertising  
8383 Wilshire Blvd., #334  
Beverly Hills, CA 90211

**Campaigns:** "We Drive" Advertisements  
"Early Bird" Poster

**PERMISSION NOT GRANTED!**



FTHILLS1

The "We Drive" ad series from Foothills Transit were by far the most popular promotional concept identified by Florida's TDM and transit systems. Out of a possible 45 points, it scored 29. The "Early Bird" poster did not peak as much interest, but it is included here because the two items were developed by the same advertising agency – Pulsar Advertising.

The "We Drive" series has been extremely successful for Foothills Transit. According to a conversation with Joyce Baner on August 2, Foothills Transit is in the process of trademarking the slogan. She also indicated during that conversation that local models were used for the ads rather than stock photographs.

Despite numerous attempts to acquire permission to use the materials, none has been granted. Furthermore, based on the most recent telephone conversations with Mr. Gonzales, Foothills Transit has no interest in granting permission to use the materials. Metrolink has also expressed no inclination. Pulsar Advertising has also indicated that they cannot release permission to use the concept or materials because their clients do not wish to release them.

**SOLUTION:**

Similar conceptual ads can be developed pending legal review. Stock photos depicting lifestyle situations would need to be purchased. The "We Drive" slogan would need to be altered to perhaps "Why Drive?" However, such changes could still initiate legal action on the part of the aforementioned clients.

Mr. Gonzales has agreed to put together a proposal for a similar program. A specific request has been sent to him. He has agreed to reply as soon as possible.

The following CD ROM photo collections from Photodisc ([www.photodisc.com](http://www.photodisc.com)) have also been identified as possible sources for the appropriate images. Costs and other associated information is provided.

<b>Title</b>	<b>Cost</b>	<b># of Images</b>
Vol. 45 "Lifestyles Today"	\$399	324
Vol. 43 "Business & Occupations 2"	\$399	323
Vol. 42 "Everyday Living"	\$399	271
Vol. 79 "Couples and Families"	\$399	200
SS33 "Everyday People 2"	\$329	100

**COST:** n/a

**TRACKING RECORD:**

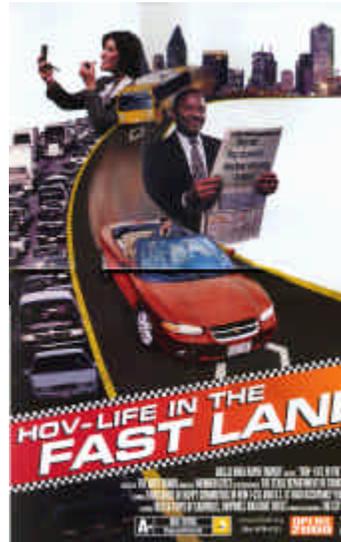
5/15/01 Initial phone contact was made  
6/5/01 Letter Sent (Julie forwarded letter to Marketing Dir. Tracy)  
6/14/01 I was told she would check into it (obtain info) and call us back  
8/01/01 No ans. at 10:55am  
8/2/01 New contact person is Joyce Baner. Her number is (626) 967-2274 Ext. 224.  
8/9/01 Called.... no ans. (to ask where everything stands)  
8/10/01 Talked w/ Joyce. They used real models. She spoke with professional ad agency and they are obtaining the details for her. She is to meet with them next week and will give us a call back.  
8/23/01 Left message at 11:18am (asking where everything stands)  
9/06/01 Spoke with Mr. Alberto Gonzales of Pulsar Advertising.  
Our request for permission was denied. He will, however, work with us in developing a similar concept.

**Catalog Reference:** DART1 [10]

**Contact:** Micah Causey  
Dallas Area Rapid Transit  
(214) 749-3278

**Campaign(s):** Movie Posters Promotion

**PERMISSION GRANTED but artwork will not be forwarded.**



DART1

Initially, DART expressed concerns over the adaptability of this campaign to Florida. We assured them through numerous phone calls that we would adapt the materials as appropriate and had no intention of using photographs of the Dallas skyline in any of the materials. Subsequently, DART has agreed to grant permission to use the concept. They have not, however, provided us with a cost estimate on acquiring the materials.

Micha Causey is re-sending permission to Jennifer Grice, pending final approval by DART administration. He is also pinpointing costs for obtaining specific materials.

**COST:** n/a

**TRACKING RECORD:**

- 6/5/01 Letter sent
- 6/13/01 Phone call. No answer
- 6/14/01 Left Message
- 6/14/01 Faxed letter...will obtain info
- 8/15/01 Message
- 8/16/01 Talked with him. He will email us permission to use the concept.
- 9/06/01 Micah wants my email again. Said his "clearance" msg. bounced back
- 9/07/01 Emailed Micah my contact info

**Catalog Reference:** MNMETRO1 [10]  
MNMETRO3 [13]

**Contact:** Director of Marketing (Jim Macolletti)  
Metro Transit  
(612) 349-7400

**Campaigns:** "Metro Pass: Moving Your Company Ahead"  
"Transit Works: The Tool That Makes Your Benefits Dollar Go The Extra Mile"

**PERMISSION IS PENDING**



MNMETRO1



MNMETRO2

Metro Transit developed these two campaigns for use in their own specific market. Authorization for the use of these campaigns is still in limbo, pending further contact from Minnesota Metro

**SOLUTION:** Should permission be granted, we can acquire the text materials and adapt as necessary for use within Florida. The boxes will need to be acquired from a packaging company to reduce costs for a new die cut. The enclosed materials will be relatively inexpensive to reproduce if Minnesota Metro will provide the text documents.

Two predominant packaging companies are Packaging Place ([www.packplace.com](http://www.packplace.com)) and Uline ([www.uline.com](http://www.uline.com)). Unadorned boxes like the one above can be purchased at an approximate cost of \$100 per 1000. Additional costs will be incurred to either print or silk screen the boxes. Uline has a product of the approximate dimensions. The production is: **S-3180 : 11 1/8 x 8 3/4 x 2" Kraft Literature Mailers**. The cost for these boxes are \$.38 per unit for 1000.

**COST:** N/A

**TRACKING RECORD:**

5/15/01 Initial letter was sent by the Marketing Institute  
9/05/01 Left message for Dir. of Marketing...Jim Macolletti.

**Catalog Reference:** SCAT1 [12]

**Contact:** Judy Lewellen  
Space Coast Area Transit  
(321) 952-4561

**Campaigns:** Carpool/Vanpool Wrapped Bus

**PERMISSION GRANTED; Awaiting Artwork**



SCAT1

Space Coast Area Transit developed this campaign for use by the Space Coast Area Transit District. Space Coast Area Transit has agreed by conversation to grant permission since the materials were developed with Federal and State of Florida funds. Judy Lewellen is working with her local printer to identify specific costs.

**COST:** pending

**TRACKING RECORD:**

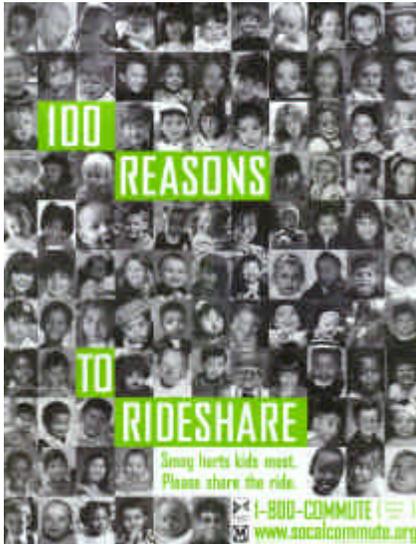
6/5/01 Letter Sent  
6/14/01 Will obtain info and call us back. Could be at least next week before we hear from her.  
8/28/01 Jeff was informed that they are waiting on final costs from printer.  
10/24/01 Received disk containing artwork from Space Coast Area Transit  
12/03/01 Artwork contained on diskette was wrong; new request made.

**Catalog Reference:** SOCAL1 [10]

**Contact:** Jill Smolinski  
Southern California Association of Governments  
(213) 236-1385

**Campaigns:** "100 Reasons To Rideshare" Poster

**PERMISSION GRANTED for concept; not artwork.**



SOCAL1

This poster was developed by the Southern California Association of Governments for use in their market. Jill Smolinski of SCAG has authorized us to use the concept and design of the poster for use in Florida per the attached email, but cannot grant permission to use the individual photos in the poster. The individual photos were of employee's children, and therefore, SCAG cannot authorize us to use them.

**SOLUTION:** The photos can be acquired from stock photo collections. Proposed collections from Photodisc ([www.photodisc.com](http://www.photodisc.com)) include:

Title	Cost	# of Images
Vol. 61 "Babies, Kids & Teens"	\$399	200

The Marketing Institute will also work with agencies to digitize and adapt existing photos (perhaps of staff's children) for use in a similar campaign. The template can be easily set-up in Pagemaker or other desktop publishing software. The Promotional Materials Clearinghouse can do this with little difficulty.

**COST:** Cost will be determined by the cost to acquire the appropriate photos. Reproduction costs will be minimal since it is a two-color print.

**TRACKING RECORD:**

6/5/01 letter sent  
6/14/01 Left message  
6/19/01 No ans.  
8/15/01 Referred to Jill Smolinski and Cheryl Collier  
8/15/01 Left message with Cheryl  
8/16/01 Talked with Jill. Emailed her for permission  
8/17/01 Emailed detailed info (letter) to her  
8/21/01 **COMPLETED/RECEIVED INFO**

*Email received on 8/21/01 at 11:04am:*

To Jennifer Grice:

In response to the letter of Aug. 17, 2001 from Jeffrey Horton, Southern California Rideshare grants permission to The Marketing Institute/Florida Department of Transportation to use the concept and design from our poster, "100 Reasons to Rideshare" for promotion of ridesharing in the Florida region.

I do need to make clear, however, that we cannot grant permission to use the individual photos in the poster; we did not obtain release rights for reprint outside of use by Southern California Rideshare.

Sincerely,

Jill Smolinski  
Southern California Rideshare

**Catalog Reference:** TRIMET1 [10]  
TRIMET2 [9]

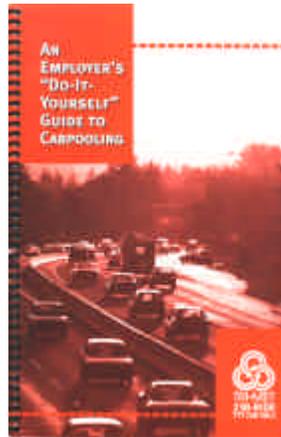
**Contact:** Debbie Huntington  
TriMet -- Portland  
(503) 962-7505

**Campaigns:** "Do It Yourself" Transportation Fair Guide  
"Do It Yourself" Carpooling Guide

### PERMISSION NOT GRANTED



TRIMET1



TRIMET2

The two manuals were developed for use by ETCs and employers in developing and implementing transportation fairs and carpooling programs. The document is a relatively simple and cost-effective publication that can be easily reproduced. Initially, TriMet agreed to allow us to use it. A draft permission letter was subsequently sent to Tri-Met in which they would grant permission to FDOT to use the materials. (See attached letter.) However, upon receipt of the letter, Ms. Huntington decided that Tri-Met's legal department would need to review the wording of the letter. They have not contacted us since our last communication.

**COST:** Tri-Met has not provided any cost estimates for the acquisition. However, permission to use these materials is incidental. The actual text can be readily adapted for use by Floridians. Cover photographs cannot be used, but because of their specific subject, they do not need to be used. Local TDM/transit agencies can use their own in-house photos from newsletters, etc. The Clearinghouse can OCR the text and provide templates to all requesting agencies.

### TRACKING RECORD:

- 6/13/01 Left message for Drew Blevins Dir. of Marketing  
Jeff spoke with Debbie Huntington (503) 962-4942  
Fax (503) 962-5290  
[Hunting@tri-met.org](mailto:Hunting@tri-met.org)
- 6/20/01 Jeff spoke with Ms. Huntington for a status check.
- 7/31/01 Draft letter submitted to Mike Wright for approval
- 7/31/01 Letter sent to Ms. Huntington
- 8/16/01 Rec'd email indicating her inability to agree to terms of the letter.

TRIMET1 (cont.)

[DRAFT LETTER submitted to Ms. Debbie Huntington on 7/31/01]

Date?

Florida Department of Transportation  
Public Transit Office  
Attn: Michael Wright  
605 Suwannee Street, MS 26  
Tallahassee, FL 32399

Dear Mr. Wright:

Recently, we were contacted by the Marketing Institute at Florida State University regarding the acquisition of two documents used by Tri-Met in its TDM outreach activities. These two documents are our "An Employer's Do It Yourself Guide to Transportation Fairs" and "An Employer's Do It Yourself Guide to Carpooling."

We will provide a digital and editable copy of our two most recent editions of these documents to the Florida Department of Transportation's (FDOT) Public Transit Office at a cost of \$\_\_\_\_\_. It is understood that any additional expense incurred in the adaptation and production of these documents for use within Florida is not the responsibility of Tri-Met. Such costs are the responsibility of FDOT or the agency in whose market these documents will be used. It is also understood that Tri-Met will not be responsible for subsequent technical support in the adaptation of these materials, and no royalty costs (?) will be sought by Tri-Met.

We will provide the digital template and text for the aforementioned documents in \_\_\_\_\_ format. Because cover photos/graphics associated with these documents are market-specific to Portland, it is the financial and creative responsibility of FDOT or its agents to produce graphics appropriate to the Florida market(s). Therefore, these cover photos will not be provided.

"An Employer's 'Do It Yourself' Guide To Carpooling" contains end notes that reference statistics, quotes, and/or citations within the document itself. These end notes and the passages to which they refer should reflect any changes made to the original document. It is recommended that such citations and end notes be replaced by information specific to Florida.

Finally, Tri-Met may not be held liable for any errors as a result of any adaptations to these materials. Furthermore, Tri-Met is free from any liabilities stemming from mis-representations or mis-interpretations in the adaptation of these materials.

The acquisition costs above should be remitted to \_\_\_\_\_.

Sincerely,

Debbie Huntington

**Catalog Reference:** UTA3 [13]  
VIDEO\_UTA [15]

**Contact:** Kyle Curtis  
Utah Transit Authority  
(801) 531-6877

**Campaigns:** "When He Starts Commuting..." Poster  
"Poor Drivers" Video

**PERMISSION PENDING for print; VIDEO is pending.**

		"Poor Drivers" Andy Dick [Image not available.]
UTA3		VIDEO_UTA

Due to intense interest in the UTA materials above, they were the first agency contacted. A letter was sent to Carol Verschoor of UTA Marketing in mid-March 2001. (See attached letter.) However, no response was ever received.

Subsequent phone calls finally led us to Julie Bond with UTA Rideshare who authorized Kyle Curtis of R&R Advertising to contact us. Mr. Curtis understands our interest in these and other UTA materials and has agreed to provide costs. UTA has granted permission to use the print materials.

**COST:** We are awaiting final cost estimates from R&R Advertising. However, because UTA has granted permission to use the print materials, we have identified possible sources for photographs/graphics. UTA like the other agencies cannot grant us permission to use stock photos. We must purchase them and the necessary licensing agreement independently. Unfortunately, a comparable photo cannot be identified within current stock photo collections. R&R advertising is trying to track the original licensing from the ad agency that formerly had the advertising contract with UTA.

**TRACKING RECORD:**

3/12/01 Initial letter sent to Carol Verschoor.  
5/23/01 No Answer  
6/5/01 Letter Sent  
6/13/01 Left Message (she was out until Fri)  
6/18/01 She returned my call  
6/18/01 Left Message  
7/31/01 New contact is Julie Bond. Left message for her.  
8/8/01 New contact is Kyle Curtis. He is with R&R Partners

Phone number (801) 531-6877 Cell # (801) 652-1794 Jeff  
said he is gathering information.

8/28/01 Jeff sent an email to him. [kcurtis@rrpartners.com](mailto:kcurtis@rrpartners.com)

**[COPY OF LETTER ORIGINALLY SENT TO UTA]**

March 12, 2001

Carol Verschoor  
Director of Marketing  
Utah Transit Authority  
3600 South 700 West  
P.O. Box 30810  
Salt Lake City, UT 84130-0810

Dear Ms. Verschoor:

The Florida Department of Transportation, in cooperation with the Marketing Institute and the Center for Urban Transportation Research, is currently assisting Florida's transit and TDM agencies to identify and acquire marketing programs/materials for use in their specific markets.

Several transit properties and TDM agencies in Florida have expressed a great interest in the <name of campaign> television ad that was developed for <name of agency>. We are, therefore, very eager to acquire the artwork (video, print, etc.) and licensing rights for this material. Could you assist us in this endeavor by providing production notes, acquisition costs, and copyright information? Our intent is to facilitate the use of this material in Florida.

I or someone from my staff will be contacting you via phone within a few days to discuss the specifics of this project. Any assistance you could provide would be very helpful.

If you would like to contact me, my phone number is (850) 644-2509 and my e-mail address is [jeff@tmi.cob.fsu.edu](mailto:jeff@tmi.cob.fsu.edu).

Sincerely,

Jeffrey N. Horton  
Marketing/Communications Director

**Catalog Reference:** VIA2 [11]

**Contact:** Anne-Catherine Vinickas  
Santa Clara Valley Transportation Authority  
(408) 321-5559

**Campaigns:** "So Easy, You Can Do It With Your Eyes Closed"

**PERMISSION GRANTED & Materials Received.**

		
VIA2		

Initial contact with Santa Clara Valley Transit was unsuccessful. Subsequent communication led us to Kit who called to request that a letter be faxed explaining our project along with a sample of the materials we were trying to obtain. We have not yet heard from them.

**COST:** Cost is not yet determined. However, in order to speed the process along, it is suggested that a comparable stock photo be purchased or an independent photo shoot be undertaken. Marketing Institute staff will help with that.

**TRACKING RECORD:**

- 5/24/01 Left message
- 6/5/01 Letter Sent
- 6/18/01 Phone call. Will forward message.
- 9/05/01 Left message with Chris Smith (408) 321-7531. Chris will try and find out more about this poster and will have someone call us back.
- 9/06/01 Rec'd message from Kit. Kit called to find out more detail about what we are wanting from them
- 9/07/01 Left message for Kit at 12:29pm
- 9/07/01 Spoke with and faxed Kit

**Catalog Reference:** WFCAP [17]

**Contact:** Heather Jacobus  
West Florida Commuter Assistance Program  
(850) 595-8910 Ext. 235

**Campaigns:** Postcard Series

**PERMISSION NOT GRANTED (yet)**



This series of post cards received the second highest score of all catalog materials. We have been in contact with the West Florida Commuter Assistance Program to acquire additional information. Unfortunately, no written or spoken authorization has been given.

Due to the fact that these materials were developed with both Federal and State funds, permission to use them is not expected to be a problem. However, we have not been informed as to the specific resource for these materials. They were taken from a stock photo collection. Subsequently, the images will need to be repurchased through the central FDOT office. We are still awaiting the specific information.

**COST:** unknown

**TRACKING RECORD:**

6/5/01 sent letter  
6/13/01 left message  
6/14/01 talked w/ Jeff...will obtain info  
7/31/01 left message  
8/28/01 Jeff left message on voicemail

**Catalog Reference:** ANCHORAIR [8]

**Contact:** Dan Carter  
People Mover  
Anchorage, AK

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**Campaigns:** "Care About Air" poster & ads

**PERMISSION has been granted to use concept; Materials have not been received.**



**ANCHORAIR1 – Ads & Poster Artwork**

People Mover agreed to grant permission for use of these materials during initial conversations between them and the Marketing Institute. Since that time, however, they have submitted no materials. Follow-up conversations revealed that People Mover has misgivings about the appropriateness of the graphics within Florida (e.g. evergreens). We assured them that we could adapt the materials if we received them in their original digital formats. As of this writing, no additional communication or correspondence has followed.

**SOLUTION:** It would be very easy to duplicate the graphics in these materials. In fact, a preliminary mock-up has been re-created and is enclosed in various formats on the attached CD ROM. The font used in the "Care About Air" tag line has also been included. It is called Curlz.ttf; it is a True Type font and can be installed and used on any Windows based PC.

**COST:** The graphics have been created using 4 colors. It is unclear whether or not the original colors were created using a 4-color process. Regardless, to duplicate the original colors, you will need to undertake a 4-color process printing. However, you may want to reduce the number of colors by working with shades of only 2 or 3 colors. If using these materials for printing in a black and white publication, simply convert the graphic to grayscale.

**TRACKING:**

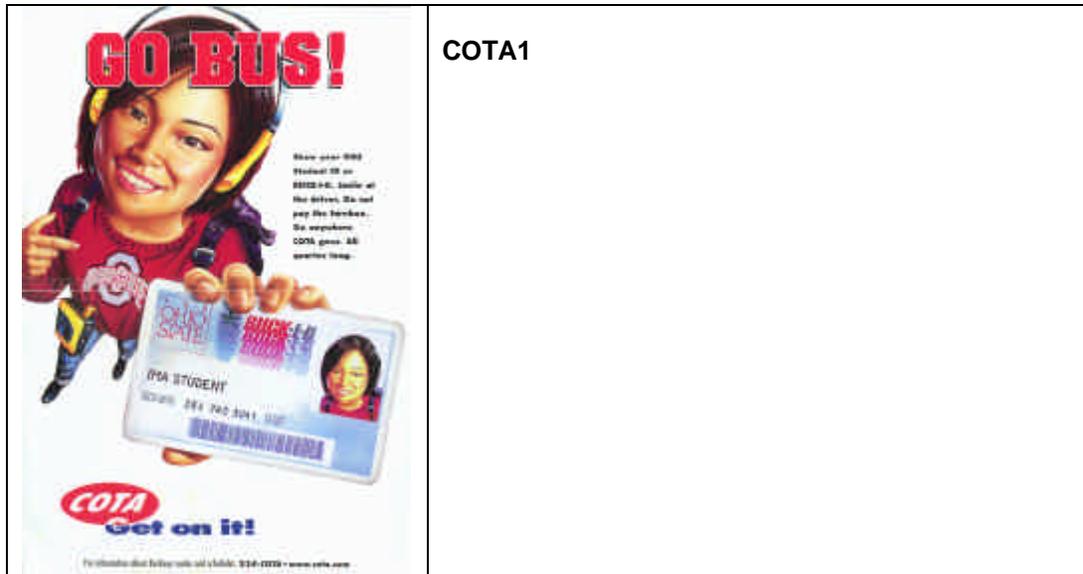
**Catalog Reference:** COTA1 [9]

**Contact:** \_\_\_\_\_

Central Ohio Transit Authority  
Columbus, OH

**Campaigns:** "GO COTA" poster & ads

**PERMISSION PENDING.**



As of this writing, COTA has agreed only verbally to allow the use of the artwork with the understanding that it will need to be adapted to a specific Florida market. Neither COTA nor the responsible artist will make such changes without additional compensation. Acquisition of the original artwork is pending.

**SOLUTION:** Without the possession of the original artwork, the only option would be to re-create the artwork using your own local illustrator. This, of course, incurs additional costs, but you will have more control over the final document.

**COST:** If COTA will ultimately grant permission to use the concept and provide the associated artwork, the only cost consideration will be reproduction and adaptation for your specific program (i.e. logos, etc.). The artwork was, however, produced as a four-color process. Therefore, if you're not accustomed to four-color printing, you may need to make additional adjustments. Professionally generated four-color jobs will cost more money to produce. Furthermore, you will not get as accurate a color reproduction by using "speedy" or "insty" print shops.

**TRACKING:**

**Catalog Reference:** DELAWARE1 [8]

**Contact:** \_\_\_\_\_  
Delaware Department of Transportation  
Dover, DE  
\_\_\_\_\_

**Campaigns:** "BeatThe Creep" promotional literature

**PERMISSION PENDING.**



Initially, no request for this campaign was submitted to the Delaware DOT since it had only received nominal interest. However, in light of "request denials" encountered during our attempts to acquire the most popular materials, we have submitted an information request to the DDOT. As of this writing, no response has been received.

**SOLUTION:** Without the possession of the original artwork, the only option would be to recreate the artwork using your own local illustrator. Because the illustration is rather simple, it will not be difficult to recreate. The Promotional Materials Clearinghouse can assist with this endeavor. A mock-up and editable illustration is included on the CD ROM. However, do not use this illustration until final information is gathered from the DDOT.

**COST:** Reproducing this artwork will not be a considerable financial undertaking. The primary cost considerations will come for the incorporation of the "Creep" and associated documents into your organization's collateral library.

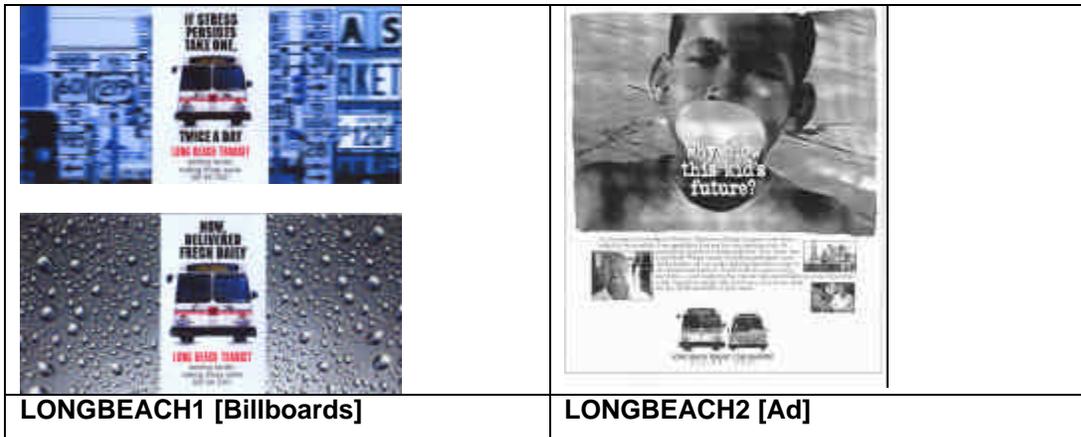
**TRACKING:**

Catalog Reference: **LONGBEACH1 [7]**  
**LONGBEACH2 [8]**

Contact: \_\_\_\_\_  
Long Beach Transit  
Long Beach, CA  
\_\_\_\_\_

Campaigns: Billboard & Ad Series

**PERMISSION DENIED.**



Permission to use the images were denied. However, Long Beach Transit made it unclear whether or not use of the concept had been trademarked. If not, they cannot use of the concept. They can, however, deny access to the documents.

**SOLUTION:** Stock photography could be used to recreate any of the materials in this series. No specific resources for such photos is identified here since such a move would be dependent upon the goals of the project. Refer to the section on Stock Photos for possible resources.

**COST:** Cost is difficult to ascertain since billboard space costs vary dramatically from market to market. The artwork itself will not be difficult to reproduce, especially if purchased color-corrected from a reputable stock photography library. Color reproduction is also a cost consideration unless you only reproduce as a grayscale document for use in newspapers and other single color publications. Billboards, however, are not a very effective medium in grayscale.

TRACKING:



Catalog Reference: METROLINK3 [4]

Contact:

Campaigns: "The Early Bird" poster

PERMISSION NOT GRANTED.



COTA1

As of this writing, COTA has agreed only verbally to allow the use of the artwork with the understanding that it will need to be adapted to a specific Florida market. Neither COTA nor the responsible artist will make such changes without additional compensation. Acquisition of the original artwork is pending.

**SOLUTION:** Without the possession of the original artwork, the only option would be to re-create the artwork using your own local illustrator. This, of course, incurs additional costs, but you will have more control over the final document.

**COST:** If COTA will ultimate grant permission to use the concept and provide the associated artwork, the only cost consideration will be reproduction and adaptation for your specific program (i.e. logos, etc.). The artwork was, however, produced as a four-color process. Therefore, if you're not accustomed to four-color printing, you may need to make additional adjustments. Professionally generated four-color jobs will cost more money to produced. Furthermore, you will not get as accurate a color reproduction by using "speedy" or "insty" print shops.

TRACKING:

**Catalog Reference:** RIDEISHERE1 [9]

**Contact:** \_\_\_\_\_  
Central Ohio Transit Authority  
Columbus, OH  
\_\_\_\_\_

**Campaigns:** "GO COTA" poster & ads

**PERMISSION PENDING.**



**SOLUTION:**

**COST:**

**TRACKING:**

**Catalog Reference:** RIDESHR\_ME1 [7]

**Contact:** \_\_\_\_\_  
\_\_\_\_\_

**Campaigns:** "Ride" poster & ads

**PERMISSION PENDING.**



**RIDESHR\_ME1**

As of this writing, COTA has agreed only verbally to allow the use of the artwork with the understanding that it will need to be adapted to a specific Florida market. Neither COTA nor the responsible artist will make such changes without additional compensation. Acquisition of the original artwork is pending.

**SOLUTION:** Without the possession of the original artwork, the only option would be to re-create the artwork using your own local illustrator. This, of course, incurs additional costs, but you will have more control over the final document.

**COST:** If COTA will ultimately grant permission to use the concept and provide the associated artwork, the only cost consideration will be reproduction and adaptation for your specific program (i.e. logos, etc.). The artwork was, however, produced as a four-color process. Therefore, if

you're not accustomed to four-color printing, you may need to make additional adjustments. Professionally generated four-color jobs will cost more money to produce. Furthermore, you will not get as accurate a color reproduction by using "speedy" or "insty" print shops.

**TRACKING:**

**Catalog Reference:** SFCS1 [5]

**Contact:** South Florida Commuter Services  
URS/BRW  
Ft. Lauderdale, FL

**Campaigns:** Postcard/Brochure Vintage Photo Series

**PERMISSION GRANTED; ARTWORK must be independently acquired.**



**SOLUTION:**

**COST:**

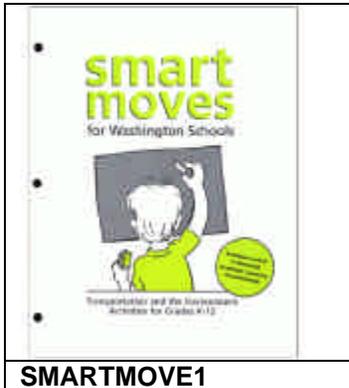
**TRACKING:**

**Catalog Reference:** SMARTMOVE1 [13]

**Contact:** South Florida Commuter Services  
URS/BRW  
Ft. Lauderdale, FL

**Campaigns:** Postcard/Brochure Vintage Photo Series

**PERMISSION GRANTED; ARTWORK must be independently acquired.**



**SOLUTION:**

**COST:**

**TRACKING:**

**Catalog Reference:** TARC1 [8]

**Contact:** South Florida Commuter Services  
URS/BRW  
Ft. Lauderdale, FL

**Campaigns:** Postcard/Brochure Vintage Photo Series

**PERMISSION GRANTED; ARTWORK must be independently acquired.**



As of this writing, COTA has agreed only verbally to allow the use of the artwork with the understanding that it will need to be adapted to a specific Florida market. Neither COTA nor the responsible artist will make such changes without additional compensation. Acquisition of the original artwork is pending.

**SOLUTION:** Without the possession of the original artwork, the only option would be to re-create the artwork using your own local illustrator. This, of course, incurs additional costs, but you will have more control over the final document.

**COST:** If COTA will ultimate grant permission to use the concept and provide the associated artwork, the only cost consideration will be reproduction and adaptation for your specific program (i.e. logos, etc.).

The artwork was, however, produced as a four-color process. Therefore, if you're not accustomed to four-color printing, you may need to make additional adjustments. Professionally generated four-color jobs will cost more money to produced. Furthermore, you will not get as accurate a color reproduction by using "speedy" or "insty" print shops.

**TRACKING:**

**ITEM B: "2002 National TDM Organizational Marketing Survey" --  
Survey Instrument and Preliminary Results**

# 2002 Transit and TDM Organizational Marketing Survey Preliminary Results and Baseline Data

The following data is from the Organizational Marketing Survey that was conducted by the Marketing Institute at Florida State University during the fall of 2002. The data is an analysis of 177 completed surveys, which were returned from a survey solicitation of 700+ transportation agencies.

Many questions do not include data for all respondents (177) due to the fact that some questions might exclude various participants because of their organization type. Any anomalous data is footnoted. A copy of the survey is included in the Appendix of this report.

## SECTION A: GENERAL INFORMATION

Below is a table of all the titles that survey participants label themselves.

**Table A1: Respondents Titles**

Question #1: "What is your title?"			
Title	Frequency	Title	Frequency
Administrative Assistant Rideshare Coordinator	1	Manager of Planning and Government Relations	1
Alternative Transportation Coordinator	1	Manager of Public Outreach Programs	1
Assistant Director of Parking and Transportation	1	Manager of Specialized Transportation	1
Assistant General Manager- Planning and Marketing	1	Manager, Marketing & Communications	1
Assistant General Manager	1	Manager, Marketing & Service Development	1
Assistant General Manager Marketing and Customer Service	1	Marketing Administration	1
Assistant Manager	1	Marketing and Communications Manager	1
Assistant Planner	1	Marketing and Public Affairs Manager	1
Assistant Transit Director	1	Marketing Assistant/Publisher	2
Associate Transportation Coordinator	1	Marketing Coordinator	5
Asst. Maintenance Sucs. Director	1	Marketing Director	5
Business Development Specialist	1	Marketing Manager	4
Chief of Marketing and Communications	1	Marketing Manager and Customer Relations Manager	1
Chief, Alternative Commute Programs	1	Marketing Rideshare Specialist	1
Communication and Marketing Manager	2	Marketing Specialist	2
Commuter Assistance Manager	1	Marketing Supervisor	1
Commuter Service and Marketing Manager	1	Office Assistant/Advertising Coordinator	1
Director	5	Planning Coordinator I	1
Director of Communications and Development	1	Planning, Customer Service, Marketing	1
Director of Community Relations	1	President	3
Director of Customer Services	1	President/Executive Director	1
Director of Customers Services and Marketing	1	Program Administrator	4
Director of Finance	1	Program Coordinator	1
Director of Marketing	5	Program Manager	1

Director of Marketing and Communications	4	Project Manager	1
Director of Marketing and Community Relations	1	Projects Administrator	1

**Table A1 (cont.): Respondents Titles**

Question #1: "What is your title?"			
Title	Frequency	Title	Frequency
Director of Marketing and Information	1	Public Relations/Ride Share Coordinator	1
Director of Marketing Communications	1	Public Transit Director	1
Director of Planning and Marketing	2	Rideshare Coordinator	1
Director of Public Reach	1	Rideshare Program Manager	1
Director Public Affairs	1	Sales and Marketing Associate	1
Director Rideshare Services	1	Senior Manager - Transit	1
Director, Community Services and Planning	1	Senior Transportation Planner II	1
Director, Corporate	1	Staff Service Coordinator	1
Director, TMA	1	TDM Coordinator	1
Division Chief	1	TDM Manager	1
Employee Transportation Coordinator	1	TDM Planner	1
Executive Assistant	1	TDM Project Coordinator	1
Executive Director	23	Transit Coordinator	1
Executive Director Marketing/Customer Service	1	Transit Director	1
Executive Management	1	Transit Manager	2
General	1	Transit Planning Manager	1
General Manager	7	Transportation Coordinator	1
Governmental Affairs and Information Manager	1	Transportation Demand Management Supervisor	1
Head	1	Transportation Demand Management, Program Manager	1
Interim Project Manager	1	Transportation Director	2
Jr. Transportation Planner	1	Transportation Management	1
Junior Planner	1	Transportation Planner	3
Manager	1	Transportation Program Manager	1
Manager of Communication and Customer Programs	1	Transportation Programs Manager	1
Manager of Development	1	Transportation Systems Management Coordinator	1
Manager of Marketing	1	TSM Coordinator	1
Manager of Marketing and Sales	1	Vice President, Marketing	1

**Table A2: Type of Organization**

Question #2: "Which of the following categories describes the nature of your organization based on the services it provides? Please choose all that apply."		
Agency		Frequency of Responses
Public Transit		
	Bus	
	Less than 50	43
	50-100	21
	101-200	14
	Over 200	25
	Total Bus	103
	Heavy Rail	2
	Light Rail	10
	Commuter Rail	3
	Ferry	3
	Rubber-tired Trolley/Shuttle	15
	Total Public Transit	136
Vanpooling/Ridesharing Organizations		41
Regional Rideshare Program		36
TMA/TMO/TMI		39
Bicycle/Pedestrian Program		16
Department of Transportation		10
Employee Transportation Coordinator		15
Rural/Elderly/Transportation Disadvantaged		22
Other		21

**Table A2: Other Organizations**

Consultant involved in most of the above
Demand Response
Educational Institution
Free bus pass program for employees
Fund Administration and Planning
Government Agency
Incline
Local government commuter assistance program
Metropolitan Planning Organization
Monorail System
MPO
Paratransit-ADA
Private
Small Urban
State-wide community options program
TDM
Transit Benefit Management
University
University Parking and Transportation
University TDM Program
University Transportation

**Table A3: Populations of Reporting Agencies**

Question #3: "What is the residential population of the area you serve?"		
Population	Frequency	Percent
0-50,000	24	14.0%
50,001- 100,000	21	12.2%
100,001- 250,000	33	19.2%
250,001- 500,000	32	18.6%
500,001- 1 million	16	9.3%
1 Million-2 million	19	11.0%
2 Million-5 million	18	10.5%
Over 5 Million	9	5.2%
Total	172	100.0%
Missing/No Answer=5		

**Table A4: Service Area**

Question #4: "How many square miles are in the area that you serve?"	
Valid Responses	115
Mean	13593.87 miles
Minimum	2 miles
Median	172.00 miles
Maximum	838000 miles
Missing/No Answer= 62	

**Table A5: "Drive Alone" Commuter Percentages**

Question #5: "According to the most current Census data for your service area, what is the percentage of "Drive Alone" commuters in available Journey To Work date?"	
Valid Responses	57
Mean	73.67%
Median	76.00%
Minimum	26%
Maximum	96%
Missing/No Answer= 120	

**Table A6: Marketing Department**

Question #6: "Is there a <b>department</b> in your organization with the specific title of 'Marketing'?"		
Answer	Frequency	Percent
Yes	67	37.9%
Total	177	100.0%
Missing/No Answer=110		

**Table A7: Size of Marketing Department**

Question #7: "If 'yes' to #6, how many people are currently assigned to the marketing department full-time?"	
Valid Responses	65
Mean	6.11
Median	4.00
Std. Deviation	6.280
Minimum	1
Maximum	28
Missing/No Answer=112	

**Table A8: Part-time Marketing Employees**

Question #8: "If 'yes' to #6, how many people are currently assigned to the marketing department on a part-time basis?"	
Valid Responses	27
Mean	2.59
Median	1.00
Minimum	1
Maximum	13
Missing/ No Answer= 150	

**Table A9: Marketing Efforts in Personnel**

Question #9: "In your opinion, are there enough personnel focused on marketing activities in your organization?"		
Response	Frequency	Percent
Don't know	6	3.7
No	97	59.1
Yes	61	37.2
Total	164	100.0
Missing/No Answer=13		

**Table A10: Marketing Budget**

Question #10: "What is the annual budget of the marketing department or your marketing efforts?"			
Budget	Frequency	Percent	Cumulative
Less than \$1000	14	8.1%	
\$5001-1000	12	6.9%	
\$10,001-10,000	18	10.4%	
\$30,001-50,000	21	12.1%	24.8%
\$50,001-70,000	22	12.7%	
\$70,001-100,000	15	8.7%	
\$100,001-200,000	17	9.8%	
\$200,001-500,000	24	13.9%	31.2%
Over \$500,000	30	17.3%	
Total	173	100.0%	
Missing/No Answer= 4			

**Table A11: Advertising and Promotions Budget**

Question #11: "How much is spent annually on advertising and promotions?"		
Budget	Frequency	Percent
Less than \$1000	8	4.7%
\$1001-\$5000	21	12.2%
\$5001-\$10,000	14	8.1%
\$10:001-20,000	21	12.2%
\$20:001-30,000	16	9.3%
\$30:001-40,000	10	5.8%
\$40:001-50,000	8	4.7%
\$50:001-100,000	32	18.6%
Over \$100,000	42	24.4%
Total	172	100.0%
Missing/No Answer = 5		

**Table A12: Printing Schedule**

Question #12: "Is the budget for printing schedules included in the marketing budget?"		
Answers	Frequency	Percent
Yes	90	52.0%
No	60	34.7%
Not Applicable	23	13.3%
Total	173	100.0%
Missing/No Answer= 4		

**SECTION B: MARKETING DIRECTOR**

**Table B1: Marketing Director of Manager**

Question #1: "Do you have <b>someone</b> within your organization who has the specific title of Marketing Director or Manager?"		
Answer	Frequency	Percent
Yes	72	40.7%
Missing/No Answer=105		

**Table B2: Marketing Effort Responsibility**

Question #2: "If 'no,' what individual or department assumes responsibility for your marketing efforts?"		
Answers	Frequency	Valid Percent
Customer Service	5	5.6%
One Individual is assigned the responsibilities but is not the primary duty of the person.	47	52.8%
Planning	4	4.5%
Public/Community Affairs	6	6.7%
Various Individuals	27	30.3%
Total	89	100.0%
Missing/No Answer=88		

**Table B3: Other Marketing Effort Responsibility**

AGM
All participate in marketing efforts
Business Development
Clean air campaign
Contract with one person agency
Contracted out
Development Manager
Executive Office
Finance Office
General manager administrator
Marketing coordinator
Myself 1 person staff
Partner's department
Public Outreach Department
Transportation Director
Use county marketing specialist

**Table B4: Education Level**

Question #3: "What is the <b>highest</b> education level attained by the individual most responsible for performing marketing activities?"		
Answers	Frequency	Percent
Some High School	0	0%
High School Graduate	2	1.6%
Some College	17	13.8%
Associates Degree	7	5.7%
Bachelors Degree	79	64.2%
Some Graduate Work	18	14.6%
Total	123	100%
Missing/No Answer=54		

**Table B5: Graduate Degree**

Graduate Degree Specification:		
Answers	Frequency	Percent
M.A.	16	31.4%
M.S.	14	27.5%
MBA	19	37.3%
PhD	1	1.9%
J.D.	1	1.9%
Total	51	100%
Missing/No Answer=126		

**Table B6: Other Degree**

Meritorious Commissioning Program
Masters of Public Administration
Masters of Science in Accounting
Masters of Social Work
Law Degree from Ireland

Marketing (20.5%) followed by Business (17%), Journalism (12.2%), Planning (11.5%), and Public Administration (9%), were the most frequent responses for the degrees received by the marketing individuals.

**Table B7: Field of Study**

Question #4: "In what field(s) of study does this individual hold a degree?"		
*Note: Some hold degrees in more than one field.		
Responses	Frequency	Percent
Accounting	6	3.9%
Advertising	8	5.1%
Arts	6	3.9%
Business	26	17%
Economics	2	1.3%
Education	5	3.2%
Engineering	1	.07%
Finance	1	.07%
Journalism	19	12.2%
Law	4	2.6%
Management	9	5.8%
Marketing	32	20.5%
MIS	0	0%
Planning	18	11.5%
Public Administration	14	9%
Retailing	0	0%
Physical Sciences	2	1.3%
Social Sciences	3	1.9%
Total	156	100%
Missing/No Answer=21		

Communications Degree was a very popular “other” response with a frequency of 11.

**Table B8: Other Fields of Study**

Degrees	Frequency
Architecture	2
Communications	11
Community Development	1
Don't Know	1
Education	1
Educational Administration	1
English	3
English, Mental Studies, Master of Science in Adm.	1
Environmental Studies	1
Health Administration/ Business Administration	1
History	1
Mass Communications	1
MBA-Finance, MIS, Economics	1
Natural Resources	1
Organizational Communications	1
Parks and recreation	1
Political Science	4
Political Science and Public Relations	1
Psychology	3
Public Policy	1
Public Relations	4
Pursuing degree	1
Radio/TV	1
Social Work	1
Spanish	1
Spanish and French	1
Unoccupied at present	1

**Table B9: Marketing Education**

Question #5: “Has the individual performing marketing activities ever participated in any of the following types of marketing education?”		
Activity	# Of “Yes” Responses	Percent
Professional Development Seminars	148	83.6%
University Level Marketing Courses	92	52.0%
Post Graduate Marketing Courses	39	22.0%

**Table B10: Marketing Experience**

Question #6: “How many years has the individual performing marketing activities been involved in marketing in this or any other organization?”	
	Years
Mean	12.28 Years
Median	10.00 Years
Minimum	0 Years
Maximum	40 Years
Missing/No Answer=1	

**Table B11: Marketing Experience at Organization**

Question #7: "How many years has this individual been in involved in marketing in this particular organization?"	
	Years
Mean	6.14
Median	4.00
Minimum	0
Maximum	28
Missing/No Answer=1	

## SECTION C: MARKETING OPERATIONS

**Table C1: Marketing Plan**

Question #1: "Do you currently operate from and maintain a written marketing plan?"		
Response	Frequency	Percent
Yes	102	57.6%
Missing/No Answer=75		

**Table C2: Plan Length**

Question #2: "If 'yes,' how far into the future does your plan go?"		
Length of Plan	Frequency	Percent
Less than 6 months	1	1.0%
1 year	75	73.5%
2 years	14	13.7%
3 years	8	7.8%
5 years	4	3.9%
Total	102	100.0%

**Table C3: Plan Reviewed**

Question #3: "If 'yes' to #1, how often is the marketing plan reviewed?"		
	Frequency	Percent
Once a month	13	12.9%
Quarterly	24	23.8%
Bi-annually	9	8.9%
Yearly	39	38.6%
No fixed schedule	16	15.8%
Total	101	100.0%
Missing/No answer= 76		

**Table C4: Segmentation of Plan**

Question #4: "In your marketing plan, what basis for segmenting your market is suggested? (Check all that apply)"		
Answers	Frequency	Percent
None is suggested	19	10.7%
Usage (Users Vs. Non-users)	54	30.5%
Demographics (age, income, occupation, etc.)	51	28.8%
Benefit (cost, customer benefit, etc.)	33	18.6%
Geographic (States, Cities, Neighborhoods)	33	18.6%
Psychographics (Class, Lifestyle, Personality)	25	14.1%

**Table C5: Other Segmentation**

Available products and services and mode splits
Baseline transportation survey
Business centers, industries
Business size, travel patterns
Employee and shopper
New residents
Product lines
Travel Patterns (suburb to suburb, city to suburb)
Visitors or residents

**Table C6: Segmentation Resources**

Question #5: "What resources do you use in order to determine the market segments listed above?"		
Answers	Frequency	Percent
U. S. Census Data	42	28.4%
Regional Economic Councils	21	14.2
Local/Regional Chambers of Commerce	36	24.3
Other	49	33.1%
Missing/No Answer=29		

Survey participants used quite a few different methods for determining their market segment. Below are the methods and the frequency of each.

**Table C7: Other Resources for Segmentation**

Answer	Frequency
MPC, Local Statistics	1
Annual rider research 3-5 yr non-user research	1
Annual rider/ non-rider report	1
Contracted market research every 3-5 years	1
County government	1
County surveys	1
Customer Information System, Customer Research	1
Downtown Association	1
Employee surveys at workstations	1
In-house Research	1
Internal focus groups, team/customer feedback	1
Internal Surveys	1
Journey to work, HH survey, cooperative forecasts	1
Local CMP Commute Survey	1
Local cog data	1
Local government data, data from civic orgs.	1
Local surveys	2
Market Research	5
Market Survey	1
Market Surveys	1
MPO's	4
Primary research	5
Regional MPO data	1
Research	1
Retailers in District Shopper Surveys	1
Rider and Non Rider Surveys	1
Site Survey	1
Surveys	8
Transit specific market studies	1
User/nonuser surveys	1
Total	49

**Table C8: Marketing Activities**

<i>Question #6: "Please indicate which of the following activities are used in your marketing efforts. Indicate with a checkmark whether you currently use a particular activity or if you feel that your organization should utilize that activity. If the item is not applicable to your organization, please check 'N/A'."</i>				
Activity		Currently Use	Should Use	NA
Advertising		88 (87.1%)	4 (4.0%)	9 (8.9%)
	Television	75 (52.1%)	30 (20.8%)	39 (27.1%)
	Radio	98 (63.6%)	24 (15.6%)	32 (20.8%)
	Newspaper	135 (84.9%)	10 (6.3%)	14 (8.8%)
	Billboards	45 (35.2%)	5 (19.5%)	58 (45.3%)
	Direct Mail	100 (66.7%)	28 (18.7%)	22 (14.7%)
	Public Service Announcements (PSAs)	81 (59.1%)	32 (23.4%)	24 (17.5%)
	Web Banners (purchased on someone else's site.)	45 (35.2%)	32 (25.0%)	51 (39.8%)
Information Brochures		159 (98.1%)	2 (1.2%)	1 (.6%)
Multimedia (Interactive CD ROM)		17 (14.3%)	41 (34.5%)	61 (51.3%)
Sponsorship Programs*		83 (60.6%)	24 (17.5)	30 (21.9%)
Promotions				
	Free Rides	117 (76.0%)	16 (10.4%)	21 (13.6%)
	Premiums**	118 (78.1%)	14 (9.3%)	19 (12.6%)
	Contests/ Sweepstakes	85 (62.0%)	16 (11.7%)	36 (26.3%)
	Coupons	76 (55.1%)	22 (15.9%)	40 (29.0%)
	Discounted Fares	111 (73.5%)	7 (4.6%)	33 (21.9%)
	Multiple Use Discounts	52 (41.3%)	16 (12.7%)	58 (46.0%)
	Pay-In-Advance Discounts	61 (46.2%)	18 (13.6%)	53 (40.2%)
	Discounted Monthly Pass Programs	108 (73.5%)	10 (6.8%)	29 (19.7%)
	On-Site Promotions	110 (74.8%)	13 (8.8%)	24 (16.3%)
	Special Programs	112 (78.3%)	13 (9.1%)	18 (12.6%)
	Special Events	145 (91.2%)	8 (5.0%)	6 (3.8%)
Employer Based Marketing		99 (73.9%)	17 (12.7%)	18 (13.4%)
	Employer Sales Calls	74 (53.2%)	31 (22.3%)	34 (24.5%)
	Employer Seminars	71 (53.4%)	31 (23.3%)	31 (23.3)
	Special Events (luncheons, etc.)	88 (66.2%)	21 (15.8%)	24 (18.0%)

\*Sponsorship Programs would be events coordinated by other organizations such as Museums, schools, or Universities that your organization sponsors.

\*\*Premiums refer to premium incentive items such as shirts, mouse pads, etc. that your organization distributes to employers, civic leaders, or users of your services.

**Table C9: Other Marketing Activities**

Activities currently used
Community Events
Exterior Transit
Free parking
Intranet
Job Fairs
Newsletter
Theater ads
On site promotion
Pace awards
Pass subsidy match
Pre-Tax Fares
Web site
<b>Activities that should be used (combined with information from question 7 "other" option.</b>
Strategic partnerships
"Cash" reward programs, school pool
Bus advertising
Community events
Exterior transit
Free Shuttle
Job fairs
Newsletter, theater ads
Pace awards
Partnerships
Pass subsidy match
Pre-Tax Fares
Publications
Transportation fairs
Web site
Word of mouth

**Table C10: Marketing Activities Effectiveness**

Question #7: "With regards to your current marketing efforts, please rate each of the following according to their effectiveness by circling the appropriate number with 1 being the most effective and 5 being least effective. If you do not use any of the following activities, please circle N/A."

Activity	1 Most effective	2	3	4	5 Least Effective	N/A
Advertising	18 (18.6%)	29 (29.9%)	22 (22.7%)	8 (8.2%)	1 (1.0%)	19 (19.6%)
Television	12 (8.1%)	20 (13.5%)	28 (18.9%)	9 (6.1%)	7 (4.7%)	72 (48.6%)
Radio	23 (15.1%)	36 (23.7%)	30 (19.7%)	12 (7.9%)	2 (1.3%)	49 (32.2%)
Newspaper	17 (10.9%)	33 (21.2%)	57 (36.5%)	18 (11.5%)	5 (3.2%)	26 (16.7%)
Billboards	2 (1.4%)	13 (9.2%)	22 (15.5%)	7 (4.9%)	5 (3.5%)	93 (65.5%)
Direct Mail	27 (17.5%)	34 (22.1%)	28 (18.2%)	16 (10.4%)	1 (.6%)	48 (31.2%)
Public Service Announcements (PSAs)	7 (5.0%)	22 (15.6%)	23 (16.3%)	23 (16.3%)	7 (5.0%)	59 (41.8%)
Web Banners (purchased on someone else's site.)	1 (.7%)	11 (7.9%)	10 (7.1%)	17 (12.1%)	6 (4.3%)	95 (67.9%)
Information Brochures	43 (26.4%)	68 (41.7%)	38 (23.3%)	10 (6.1%)	1 (.6%)	3 (1.8%)
Multimedia (Interactive CD ROM)	1 (.7%)	11 (8.1%)	9 (6.6%)	8 (5.9%)	4 (2.9%)	103 (75.7%)
Sponsorship Programs*	11 (7.5%)	25 (17.0%)	31 (21.1%)	15 (10.2%)	6 (4.1%)	59 (40.1%)
Promotions	21 (24.4%)	24 (27.9%)	17 (19.8%)	3 (3.5%)	1 (1.2%)	20 (23.3%)
Free Rides	37 (23.9%)	38 (24.5%)	29 (18.7%)	9 (5.8%)	4 (2.6%)	38 (24.5%)
Premiums	14 (9.2%)	36 (23.5%)	46 (30.1%)	10 (6.5%)	4 (2.6%)	43 (28.1%)
Contests/Sweepstakes	16 (10.7%)	22 (14.8%)	32 (21.5%)	14 (9.4%)	3 (2.0%)	62 (41.6%)
Coupons	13 (8.8%)	23 (15.6%)	26 (17.7%)	13 (8.8%)	3 (2.0%)	69 (46.9%)
Discounted Fares	31 (20.0%)	48 (31.0%)	21 (13.5%)	10 (6.5%)	2 (1.3%)	43 (27.7%)
Multiple Use Discounts	14 (9.9%)	20 (14.2%)	16 (11.3%)	1 (.7%)	2 (1.4%)	88 (62.4%)
Pay-In-Advance Discounts	15 (10.6%)	28 (19.7%)	16 (11.3%)	5 (3.5%)	2 (1.4%)	76 (53.5%)
Discounted Monthly Pass Programs	37 (24.5%)	45 (29.8%)	18 (11.9%)	5 (3.3%)	2 (1.3%)	44 (29.1%)
On-Site Promotions	26 (16.8%)	37 (23.9%)	39 (25.2%)	8 (5.2%)	2 (1.3%)	43 (27.7%)
Special Programs	12 (8.2%)	50 (34.0%)	38 (25.9%)	8 (5.4%)	3 (2.0%)	36 (24.5%)
Special Events	21 (13.5%)	58 (37.4%)	43 (27.7%)	17 (11.0%)	2 (1.3%)	14 (9.0%)
Employer Based Marketing	24 (18.3%)	31 (23.7%)	24 (18.3%)	11 (8.4%)	4 (3.1%)	37 (28.2%)
Employer Sales Calls	17 (11.6%)	25 (17.0%)	31 (21.1%)	9 (6.1%)	3 (2.0%)	62 (42.2%)
Employer Seminars	13 (9.1%)	25 (17.5%)	30 (21.0%)	10 (7.0%)	2 (1.4%)	63 (44.1%)
Special Events (luncheons, etc.)	19 (13.6%)	36 (25.7%)	23 (16.4%)	9 (6.4%)	4 (2.9%)	49 (35.0%)

**Table C11: Other Marketing Activities Effectiveness**

"Other" effective marketing efforts	1 Most Effective	2	4	5 Least Effective	N/A
"Cash" reward programs, school pool	1	0	0	0	0
Bus advertising	0	1	0	0	0
Community events	0	1	0	0	0
Exterior transit	0	1	0	0	0
Free Shuttle	1	0	0	0	0
Job fairs	1	0	0	0	0
Newsletter, theater ads	0	0	1	0	0
Pace awards	0	1	0	0	0
Partnerships	1	0	0	0	0
Pass subsidy match	1	0	0	0	0
Pre-Tax Fares	0	0	0	1	0
Publications	0	1	0	0	0
Transportation fairs	1	0	0	0	0
Web site	1	0	0	0	0
Word of mouth	1	0	0	0	0
Total	8	5	1	1	0

Question #8: "Using 1 to denote the most important and 5 to identify the least important, please rank the following promotional objectives in their relative importance to your organization (Please do not rank two items the same)."

**Table C12: Inform the Commuter**

<i>"Informing the commuter about your service"</i>		
Answer	Frequency	Percent
1 Most Important	111	65.7%
2	41	24.3%
3	10	5.9%
4	5	3.0%
5 Least Important	2	1.2%
Total	169	100.0%
Missing/No Answer = 8		

**Table C13: Persuade the Commuter**

<i>"Persuading the commuter to use your service"</i>		
Answer	Frequency	Percent
1 Most Important	54	31.8%
2	65	38.2%
3	36	21.2%
4	10	5.9%
5 Least Important	5	2.9%
Total	170	100.0%
Missing/No Answer= 7		

**Table C14: Compare your Service**

<i>"Comparing your service with others"</i>		
Answer	Frequency	Percent
1 Most Important	5	3.0%
2	3	1.8%
3	10	6.0%
4	24	14.4%
5 Least Important	125	74.9%
Total	167	100.0
Missing/No Answer = 10		

**Table C15: Remind the Commuter**

<i>"Reminding the commuter to use your service"</i>		
Answer	Frequency	Percent
1 Most Important	13	7.7%
2	22	13.0%
3	74	43.8%
4	51	30.2%
5 Least Important	9	5.3%
Total	169	100.0%
Missing/No Answer = 8		

**Table C16: Image Improve**

<i>"Improving your image"</i>		
Answer	Frequency	Percent
1 Most Important	28	16.5%
2	41	24.1%
3	27	15.9%
4	61	35.9%
5 Least Important	13	7.6%
Total	170	100.0%
Missing/No Answer= 7		

**Table C17: Ads on Vehicles**

Answer	Frequency	Percent
Yes	92	52.9%
No	56	32.2%
NA	26	14.9%
Total	174	100.0%
Missing/No Answer = 3		

**Table C18: Ads on Printed Materials**

Answer	Frequency	Percent
Yes	26	14.9%
No	133	76.4%
NA	15	8.6%
Total	174	100.0%
Missing/No Answer = 3		

**Table C19: Ads on Web site**

Answer	Frequency	Percent
Yes	7	4.0%
No	148	85.5%
NA	18	10.4%
Total	173	100.0%
Missing/No Answer = 4		

**Table C20: Feedback From Customer**

Question #10: "Do you provide a mechanism so that customers can provide you with unsolicited comments or feedback on your service(s)?"		
Answer	Percent	Frequency
Yes	88.7%	157

Of the 157 respondents who answered "yes" for question 10, the following is the breakdown of how they collect this "unsolicited" information.

**Table C21: Mechanisms for Feedback**

Question #11: "If 'yes,' which of the following mechanisms do you use to collect this information? (Check all that apply)."		
Answer	Percent	Frequency
Physical comment box on vehicles	19.7%	31
Comment Function on your web site	78.9%	124
Customer Service Hotline	63%	99
Other	33.8%	53

**Table C22: Other Mechanisms**

1-800 phone number
Annual survey
Bi annual survey
Brochure
Comment card
Complaint card
Contact information on brochure
Customer comment cards
Drivers
Drop box
Email
Encourage feedback
Mail in comment card
Newspaper
Phone # for complaints
Surveys
Transportation fairs
Website

**Table C23: Solicit Feedback**

Question #12: "How frequently do you use the following mechanisms to actively solicit information or feedback from your users?"					
Answer	Weekly	Monthly	Annually	Rarely	Never
Telephone Survey	3 (1.9%)	4 (2.5%)	43 (26.5%)	64 (39.5%)	48 (29.6%)
Missing=15					
On-Board Questionnaires	2 (1.2%)	12 (7.2%)	74 (44.6%)	48 (28.9%)	30 (69.9%)
Missing=11					
Focus Groups	1 (.6%)	9 (5.6%)	29 (17.9%)	74 (45.7)	49 (30.2%)
Missing=15					
Personal Interviews	2 (1.2%)	13 (8%)	25 (15.4%)	71 (43.8%)	51 (31.5%)
Missing=15					
Web-based Questionnaires	1 (.6%)	11 (6.7%)	17 (10.4%)	55 (33.7%)	79 (48.5%)
Missing=14					
In-Person Meetings	13 (8.1%)	35 (21.7%)	31 (19.3%)	41 (25.5%)	41 (25.5%)
Missing=16					
Feedback from Organizational personnel (e.g. drivers)	31 (19.1%)	50 (30.9%)	34 (21%)	24 (14.8%)	23 (14.2%)
Missing=15					

**Table C24: Community Committees**

Question #13: "Have community committees been formed as a method of input for your organization?"		
Answer	Frequency	Percent
Yes	103	59.5%
No	64	37.0%
Don't Know	6	3.5%
Total	173	100.0%
Missing/No Answer=4		

**Table C25: Committees Participants**

Question #14: "If so, do these committees include?"				
Include:	Yes	No	N/A	Total
Regular Users	85 (77.3%)	10 (9.1%)	15 (13.6%)	110 (100%)
Missing/No Answer=67				
Business Leaders/Employers	78 (72.2%)	13 (12%)	17 (15.7%)	108 (100%)
Missing/No Answer=69				
Special Interest Groups	83 (76.9%)	10 (9.3%)	15 (13.9%)	108 (100%)
Missing/No Answer=69				
Racial/Ethnic Groups	51 (48.6%)	32 (30.5%)	22 (21%)	105 (100%)
Missing/No Answer=72				
Local Government	78 (70.9%)	16 (14.5%)	16 (14.5%)	110 (100%)
Missing/No Answer=67				
All Age Groups	62 (59%)	23 (21.9%)	20 (19%)	105 (100%)
Missing/No Answer=72				

## SECTION D: MARKETING OPERATIONS (cont.)

**Table D1: Revenue Perceptions**

Question #1: <i>"The main objective of marketing is to increase revenues."</i>		
Answer	Frequency	Percent
1 Strongly Agree	17	9.7%
2	31	17.7%
3	52	29.7%
4	46	26.3%
5 Strongly Disagree	29	16.6%
Total	175	100.0%
Missing/No Answer = 2		

**Table D2: Core Perceptions**

Question #2: <i>"Transportation organizations should design a good, efficient service, then convince people to use it."</i>		
Answer	Frequency	Percent
1 Strongly Agree	61	35.1%
2	39	22.4%
3	28	16.1%
4	30	17.2%
5 Strongly Disagree	16	9.2%
Total	174	100.0%
Missing/No Answer= 3		

**Table D3: Marketing and Public Relations Perceptions**

Question #3: <i>"Marketing is properly part of the public relations responsibilities of transportation organizations."</i>		
Answer	Frequency	Percent
1 Strongly Agree	66	38.2%
2	45	26.0%
3	30	17.3%
4	19	11.0%
5 Strongly Disagree	13	7.5%
Total	173	100.0%
Missing/No Answer= 4		

**Table D4: Segmentation Perceptions**

Question #4: <i>"Marketing segmentation is not a very useful strategy for transportation organizations."</i>		
Answer	Frequency	Percent
1 Strongly Agree	5	2.9%
2	7	4.1%
3	40	23.5%
4	55	32.4%
5 Strongly Disagree	63	37.1%
Total	170	100.0%
Missing/No Answer= 7		

**Table D5: Value Perceptions**

Question #5: "Public transportation organizations should find out what people value in a service and then try to provide it in an efficient manner."		
Answer	Frequency	Percent
1 Strongly Agree	98	56.6%
2	55	31.8%
3	14	8.1%
4	5	2.9%
5 Strongly Disagree	1	.6%
Total	173	100.0%
Missing/No Answer = 4		

**Table D6: Scheduling Perceptions**

Question #6: "Scheduling of service availability should be the responsibility of marketers."		
Answer	Frequency	Percent
1 Strongly Agree	7	4.1%
2	21	12.4%
3	57	33.5%
4	48	28.2%
5 Strongly Disagree	37	21.8%
Total	170	100.0%
Missing/No Answer= 7		

**Table D7: Packaging Perceptions**

Question #7: "We've got marketing down, but we just don't know how to package our service."		
Answer	Frequency	Percent
1 Strongly Agree	2	1.2%
2	5	3.0%
3	40	24.0%
4	68	40.7%
5 Strongly Disagree	52	31.1%
Total	167	100.0%
Missing/No Answer = 10		

## SECTION E: WEB-BASED MARKETING

**Table E1: Website**

Question #1: "Do you currently maintain a website?"		
Answer	Frequency	Percent
Yes	162	91.5%
No	7	4%
Total	169	95.5%
Missing/No Answer = 8		

**Table E2: Website Plans**

Question #2: "If 'no', does your organization plan to develop and launch a web site in the..."		
Answer	Frequency	Percent
Next 6 months	2	1.1%
Next year	2	1.1%
Next 2 years	2	1.1%
There are no current plans	1	.6%
Total	7	4.0%

**Table E3: Website Obstacles**

Question #3: "If you answered 'no' for # 1, which of the following do you consider the <b>greatest</b> obstacle(s) to developing and operating a web site?"		
Answer	Frequency	Percent
Funding	1	.6%
Technical Expertise	3	1.7%
Qualified Staff	2	1.1%
Other ("getting organized")	1	.6%
Total	7	4%

**Table E4: Website Importance**

Question #4: "On the following scale, please indicate how important you think a web site would be to your organization's overall <b>marketing</b> strategy."		
Answer	Frequency	Percent
1 Somewhat Important	13	40.6%
2	9	28.1%
3	5	15.6%
4	2	6.3%
5 Not Important	3	9.4%
Total	32	100.0%
Missing/No Answer = 145		

**Table E5: Website URL**

Question #5: "What is the URL for your organization's web site?"	
Web Address	Frequency
187ridefind.com, commuteconnections.com	1
atnetwork.org	1
baymetro.com	1
bwbus@bwb.net	1
cityoflacrosse.org	1
cl.middleton.oh.us	1
cleanairmonth.com rideshareweek.com	1
co.san-diego.ca.us/cnty/cntydepts/landuse/works	1
commuterconnections.org	1
duluthtransit.com	1

**Table E5 (cont.): Website URL**

Question #5: "What is the URL for your organization's web site?"	
Web Address	Frequency
everetttransit.org	1
fairfaxcounty.gov	1
glendaletma.org	1
grta.org	1
http://transit.metrokc.gov/	1
http://www.wfrpc.dot.fl.us	1
Intranet only	1
kmetro.com	2*
mountainline.com	1
nntma.org	1
omniride.com	1
Proprietorship Information	1
ridefinders.org	1
ridegold.com	1
rideuta.com	1
rtachicago.com	1
ruraltransit.org	1
saintpaulparking.com	1
sportran.org	1
tahoetransit.com	1
tankbus.org	1
thebus.org	1
transportationchoices.com	1
trimet.org	1
voltran.org	1
www.128bc.com	1
www.a.milpitas.ca.gov	1
www.abctma.com	1
www.aspengov.com/transportation	1
www.bethesdatransit.org	1
www.c-tran.com	1
www.catabus.com	1
www.ccrta.org	1
www.cctaride.org	1
www.cdta.org	1
www.centercityphila.org/TakeTransit	1
www.centralhouston.org	1
www.ci.fairfax.va.us/services/cuebus/cuebus.htm	1
www.ci.fresno.ca.us/fax	1
www.city.palo-alto.ca.us	1
www.cityofmontebello.com	1
www.cityutilities.net	1
www.cns.state.va.us/nvtc	1
www.cobbrides.com	1
www.commute.com	1
www.commuter-register.org	1
www.commuterclub.com	1
www.commuterpage.com	1

**Table E5 (cont.): Website URL**

Question #5: "What is the URL for your organization's web site?"	
Web Address	Frequency
www.commuterservices.com/unti	1
www.cruz-n-tma.org	1
www.cttransit.com	1
www.cumtd.com	1
www.downtowndenver.com	1
www.eagle-county.com	1
www.ecat.pensacola.com	1
www.emerygoround.com	1
www.fcgov.com/bicycling	1
www.fresnocog.org	1
www.getbus.org	1
www.gltconline.com	1
www.gocitybus.com	1
www.golynx.com	1
www.hewitt.com	1
www.intercitytransit.com	1
www.ioudoun.gov/transportation	1
www.jeffersontransit.org	1
www.kcata.org	1
www.kitsaptransit.org	1
www.lextran.com	1
www.linkinfo.org	1
www.linktransit.com	1
www.marc.org/ridehome.htm	1
www.mctrolinktrains.com	1
WWW.METROCOMMUTERSERVICES.ORG	1
www.metropool.com	1
www.metrotransit.org	1
www.mitsbus.org	1
www.mplstmo.org	1
www.mvrideshare.net	1
www.mvta.com	1
www.nashvillemta.org	1
www.nfta.com	1
www.nnpdc17.state.va.us/northern.htm	1
www.octa.net	1
www.omnitrans.org	1
www.pacebus.com	1
www.palmtran.org	1
www.parking.arizona.edu	1
www.parktran.netgers.edu	1
www.perimetergo.org	1
www.psafety.unc.edu	1
www.psta.net	1
www.ptma-mc.org	1
www.qcmetrolink.com	1
www.redrosetransit.com	1
www.ridecitylink.org	1

**Table E5 (cont.): Website URL**

Question #5: "What is the URL for your organization's web site?"	
Web Address	Frequency
www.ridejta.net	1
www.ridemcts.com	1
www.ridescat.com	1
www.ridetatc.org	1
www.ridetransit.org	1
www.rmtd.org	1
www.rtd-denver.com	1
www.rtewashoe.com	1
www.rtprides.org	1
www.rvtd.org	1
www.sacit.com	1
www.saginaw-stars.com	1
www.samtrans.com www.caltrain.com www.smcta.com	1
www.santaclaritatransit.com	1
www.scat.org	1
www.scgov.net	1
www.semco.org/rideshare	1
www.sharethedrive.org	1
www.slocity.org/publicworks/transportation.asp	1
www.socommute.com	1
www.sodexhopasuja.com	1
www.southnatomastma.org	1
www.spartatransit.org	1
www.stcloudmtc.com	1
www.stpetepartnership.org	1
www.thebusbutterpa.com	1
www.tmadelaware.org	1
www.transcomm.org	1
www.transitinfo.org/santarosa	1
www.transitsolutions.org	1
www.transoptims.org	1
www.transportation.ucla.edu	1
www.trekhouston.org	1
www.unitrans.com	1
www.us36tmo.org	1
www.valleymetro.org	2*
www.waco-texas.com	1
www.waukesha.wi.us/dept/transit	1
www.zipshuttle.com	1

\* indicates that more than one individual from the same company completed the survey.

**Table E6: Website Budget**

Question #6: "What is your annual budget for the operation of your web site?"		
Answer	Frequency	Percent
Less than \$1000	55	36.7%
\$1001-\$5000	48	32.0%
\$5001-\$10,000	27	18.0%
More than 10,000	20	13.3%
Total	150	100.0%
Missing/No Answer= 27		

**Table E7: Website from Budget**

Question #7: "Do funds for the design and operation of the web site come from the organization's marketing budget?"		
Response	Frequency	Percent
Yes	84	50.0%
No	72	42.9%
Don't Know	12	7.1%
Total	168	100.0%
Missing/No Answer= 9		

**Table E8: Website Publicized**

Question #8: "Do you publicize your web site on your promotional materials including billboards, brochures, incentive items, etc.?"		
Response	Frequency	Percent
Yes	155	87.6%

**Table E9: Website Features**

Question #9: "Use a check mark to identify that features are currently available to users of your web site. Check all that apply."		
Response	Frequency	Percent
Transit Routes/Maps	136	76.8%
Online Ridematching Services	55	31.1%
Carpool/Vanpool Registration	61	34.5%
Online Transit Pass Purchases	24	13.6%
Customer comments/feedback	121	68.4%
Other*	60	33.9%

\*Other features found on web sites.

**Table E10: Other Features**

Response	Frequency
Advertising sales information/ad. Programs	1
Bicycle information	3
Bid specs	1
Business outreach information	1
City public works information	1
Commuter check information	1
Commuter guide	1
Eligibility applications	1
Employment	4
ETC Manual	1
General info on system names/phone numbers	9
GRH registration/voucher	5
Incentive programs	1
Links to areas of interest	4
Map of area	2
Match list Request	1
News releases/detours/upcoming transit events	14
Para transit	2
Parking	2
Participation reporting/tracking	1
Phone #/ email addresses	1
Policy/Procedure Handbook	1
PTS applications, most forms are print outs only	1
Rideshare/light rail	1
Savings calculator	1
Schedules	2
Skyway maps	1
Subsidies	1
Trip planner	6
Workout to Work	1

**Table E11: Web Count**

Question #10: "Do you track user visits to your web site?"		
Response	Frequency	Percent
Yes	84	47.5%
Total	177	100.0%

Participants were then asked to provide their average monthly volume of visits to their web site. Of the 55 responses, the numbers varied greatly, so below you will find the average number of "hits" along with a maximum and minimum number.

**Table E12: Average Monthly Volume**

"If 'yes,' what is your average monthly volume of visits?"	
	Number of Visitors
<b>Mean</b>	48,017.31
<b>Median</b>	5570.00
<b>Minimum</b>	40
<b>Maximum</b>	99,5000

**Table E13: Advertising on Website**

Question #11: "Do you allow advertising on your web site?"		
Response	Frequency	Percent
Yes	9	5.1%

**Table E14: Website Operations**

Question #12: "Of the following, which best describes the operation of your website?"		
Response	Frequency	Percent
Web design and maintenance are contracted to outside agencies.	48	27.1%
Web operations are maintained by an in-house staff or individual.	110	62.1%
Other*	19	10.8%
Total	177	100%

Others listed were:

**Table E15: Other Operations**

City IT department manager
City maintained
County staff
Currently outsourced but being brought in-house
Design outsourced; content managed in house
Designed by outside but maintained in-house
In house and contraction
In house staff person oversees designs maintenance
Internal staff and former employee do web site
Original layout and design contracted out
Other county division
Part of marketing responsibility
Regional branch maintains smartbranch.org
Routine maintenance done internally
Server is outside we are controlling content in-house
Some in house, maintenance and contracted outside
TMA council Grant
We share duties with an outside contractor
Web design contracted, maintained in-house

**Table E16: Marketing's Responsibility**

Question #13: "If web operations and design are maintained in-house, is it the Marketing Department's responsibility?"		
Response	Frequency	Percent
Yes	55	38.2%
No	62	43.1%
NA	27	18.8%
Total	144	100.0%
Missing/No Answer= 33		

**Table E17: Departments Responsibility**

<i>"If 'no', which of the following departments assumes primary responsibility for the web site's content?"</i>		
Response	Frequency	Percent
Customer Service	2	3.6%
Information Management/ Technology Office	36	64.3%
Planning/ Community Affairs	7	12.5%
Public/Community Affairs	11	19.6%
Total	56	100.0%
Missing/No Answer= 121		

Other departments and individuals who take responsibility for the web site:

**Table E18: Other Responsibility**

Administration
Assistant to Director
Business Development
Communications
Executive Director
Executive Office
Finance
GM, HR Director and 1 staff person
Human resources
Individual
IT maintains, content from other departments
M.P.O. (regional)
Manager
Marketing
Operations and marketing
Public information office
Regional transit info. Systems
Staff from TDM
Team of web associates from various depts.
Transit
Transportation planner
Vehicle Operations and Maintenance

**Table E19: Website Importance**

<i>Question #14: "On the following scale, please indicate how important you think a web site is to your organization's overall marketing strategy."</i>		
Response	Frequency	Percent
1 Very Important	71	42.3%
2	45	26.8%
3	31	18.5%
4	15	8.9%
5 Not Important	6	3.6%
Total	168	100.0%
Missing/No Answer = 9		

**Table E20: Website Perceptions**

Question #15: "Web sites are a good idea, but their importance is overblown."		
Response	Frequency	Percent
1 Strongly Agree	5	2.9%
2	23	13.4%
3	32	18.6%
4	53	30.8%
5 Strongly Disagree	59	34.3%
Total	172	100.0%
Missing/ No Answer = 5		

**Table E21: Website Market Reach**

Question #16: "A web site simply doesn't allow us to reach our target market."		
Response	Frequency	Percent
1 Strongly Agree	7	4.1%
2	26	15.1%
3	47	27.3%
4	49	28.5%
5 Strongly Disagree	43	25.0%
Total	172	100.0%
Missing/ No Answer = 5		

**Table E22: Website Communication**

Question #17: "The web is a great communications tool and we take advantage of it as much as possible."		
Response	Frequency	Percent
1 Strongly Agree	55	32.2%
2	45	26.3%
3	39	22.8%
4	24	14.0%
5 Strongly Disagree	8	4.7%
Total	171	100.0%
Missing/No Answer= 6		

## SECTION F: PROFESSIONAL DEVELOPMENT/TRAINING

**Table F1: Marketing Training**

Question #1: "Do you feel that you or your organization have received adequate training in the marketing of public transportation services?"		
Response	Frequency	Percent
Yes	74	42.5%
No	71	40.8%
Not Sure	29	16.7%
Total	174	100.0%
Missing/No Answer= 3		

**Table F2: Satisfaction of Services**

Question #2: "If you ever used the services of any of the following, how satisfied were you with the services received? Please rate your satisfaction by circling the appropriate number on the scale with 1 being 'very useful' and 5 being 'not very useful.' If you've never used any of the following services, please circle N/U."						
Activity	1 Very Useful	2	3	4	5 Not Useful	Never Used
Advertising Agent	47 (27.5%)	36 (21.1%)	15 (8.8%)	10 (5.8%)	0 (0%)	63 (36.8%)
Planning/ Engineering Firm	15 (8.9%)	26 (15.5%)	23 (13.7%)	7 (4.2%)	2 (1.2%)	95 (56.5%)
Marketing Consultant/ Research Firm	39 (23.1%)	48 (28.4%)	16 (9.5%)	5 (3.0%)	2 (1.2%)	59 (34.9%)
Business/ Financial Advisor	6 (3.6%)	10 (6.0%)	6 (3.6%)	1 (.6%)	3 (1.8%)	142 (84.5%)
Strategic Planner	12 (7.3%)	26 (15.8%)	17 (10.3%)	2 (1.2%)	3 (1.8%)	105 (63.6%)
Graphics Design Firm	62 (36.5%)	45 (26.5%)	12 (7.1%)	4 (2.4%)	1 (.6%)	46 (27.1%)
Multimedia/ Web Design	32 (18.9%)	43 (25.4%)	17 (10.1%)	6 (3.6%)	1 (.6%)	70 (41.4%)
Media Placement	20 (12.0%)	32 (19.3%)	9 (5.4%)	9 (5.4%)	1 (.6%)	95 (57.2%)
TV/Radio Production	30 (17.8%)	46 (27.2%)	21 (12.4%)	6 (3.6%)	5 (3.0%)	61 (36.1%)
Public Relations Firm	25 (4.8%)	18 (10.7%)	20 (11.8%)	4 (2.4%)	4 (2.4%)	98 (58.0%)

**Table F3: Other Suggested Services**

Other suggested services
Regional Marketing Department (MTDB)
Video Production
County Marketing Department
Internal Promotional and ITR staff

**Table F4: Development Seminars Participation**

Question #3: "How willing would you be to participate in Professional Development Seminars focusing on various aspects of marketing alternative transportation?"		
Response	Frequency	Percent
1 Very Willing	78	45.9%
2	47	27.6%
3	34	20.0%
4	5	2.9%
5 Very Resistant	6	3.5%
Total	170	100.0%
Missing/No Answer=7		

**Table F5: Continuing Education Unit Participation**

Question #4: "Would you be more willing to participate if Continuing Education Units were offered?"		
Response	Frequency	Percent
1 More Willing	28	16.4%
2	27	15.8%
3	23	13.5%
4	15	8.8%
5 No More Willing	78	45.6%
Total	171	100.0%
Missing/No Answer=6		

Question #5: "Where would you like to see these seminars held? Please check all that apply and identify the preferred city in that region."

**Table F6: West Locations**

West	
City	Frequency
Corvallis	1
Albany	1
Anywhere	10
Lebanon	1
Fresno	2
Salem	1
Eugene	1
Stockton	1
Modesto	1
Phoenix	2
Oregon	1
Los Angeles	9
Modford	1
Sacramento	7
Concord	1
San Diego	11
San Francisco	21
Oakland	2
Portland	3
Reno	1
San Jose	2
Seattle	4

**Table F7: Northwest Locations**

Northwest	
City	Frequency
Anywhere	1
San Jose	1
Seattle	5
Portland	5
Vancouver	1

**Table F8: Midwest Locations**

Midwest	
City	Frequency
Anywhere	5
Chicago	11
Cincinnati	2
Kansas City	5
St Louis	5
Milwaukee	3
Detroit	1
Flint	1
Lansing	1
Indianapolis	4
Dayton	1
Columbus	1
Minneapolis	4
St. Paul	3
Ohio	1

**Table F9: Northeast Location**

Northeast	
City	Frequency
Albany	1
Anywhere	5
Bethesda	1
Boston	11
New York City	8
Buffalo	1
Lancaster	1
New Jersey	3
Northern Virginia	1
Philadelphia	9
Pittsburgh	2
State College, PA	1

**Table F10: Mid-Atlantic Locations**

Mid-Atlantic	
City	Frequency
Anywhere	2
Norfolk, VA	1
Wilmington, N.C.	1
Washington, D.C.	14

**Table F11: Rockies Locations**

Rockies	
City	Frequency
Anywhere	6
Colorado Springs, CO	2
Denver	12
Salt Lake City	3
Fort Collins	1
Glenwood Springs, CO	1

**Table F12: Southwest Locations**

Southwest	
City	Frequency
Anywhere	4
Dallas	4
Houston	2
Phoenix	4
Las Vegas	2
San Antonio	1
Texas	1
Tucson	1

**Table F13: Southeast Locations**

Southeast	
City	Frequency
Anywhere	7
Atlanta	11
Charlotte	2
Orlando	4
New Orleans	3
Miami	5
Chapel Hill, NC	1
Florida	2
Fort Lauderdale	2
Louisville,	1
Tampa	3
Nashville	2
Miami	1
Pensacola	1
South Florida	1
Tallahassee	1
West Palm Beach	1

**Table F14: Atlantic Coast Locations**

Atlantic Coast	
City	Frequency
Anywhere	2
Charleston, S.C.	1
Myrtle Beach, SC	2
North Carolina	1
Hilton Head, S.C.	1

## SECTION G: CROSSTABS

**Table G1: Website Budget Compared to Importance Perceptions**

Below are the frequencies for firms' annual web site budgets compared to their firm's opinion the importance of web sites being overvalued.

Yearly web site budget					
Website need over-rated	Less than \$1,000	\$1,001-\$5,000	\$5,001 – \$10,000	More than \$10,000	Total
1 strongly agree	3	1	1	0	5
2	9	5	2	2	18
3	7	9	5	2	23
4	18	16	8	4	46
5 strongly disagree	16	16	11	12	55
Total	53	47	27	20	147

**Table G2: Website Budget Compared to Website Market Reach**

Below are frequencies for firms' annual web site budgets compared with their individual opinions on the effectiveness of their web site reaching their target market.

Yearly Web site Budget					
Web site doesn't reach target market	Less than \$1,000	\$1,001-\$5,000	\$5,001 – \$10,000	More than \$10,000	Total
1 strongly agree	3	3	0	0	6
2	9	8	4	0	21
3	19	10	6	5	40
4	16	13	7	5	41
5 strongly disagree	7	13	10	10	40
Total	54	47	27	20	148

**Table G3: Marketing Budget Compared to Perceptions of Training**

Below are frequencies for firms overall marketing budgets compared to their opinions on whether or not they have received adequate training?

Organization has received adequate training?	Annual Budget for Marketing Efforts									
	Less than \$5,000	\$5,000-\$10,000	\$10,001-\$30,000	\$30,001-\$50,000	\$50,001-\$70,000	\$70,001-\$100,000	\$100,001-\$200,000	\$200,001-\$500,000	Over \$500,000	Total
Yes	1	4	9	9	12	8	6	9	15	73
No	11	4	8	7	5	6	7	10	11	69
Not Sure	1	4	1	5	5	1	4	5	3	29
Total	13	12	18	21	22	15	17	24	29	171

**Table G4: Advertising Budget Compared to Overall Marketing Budget**

Below are frequencies for firms advertising and promotions budgets compared to their overall annual marketing budgets.

Annual Budget for Advertising and Promotions										
Annual Marketing Budget	Less than \$1000	\$1001-\$5,000	\$5001-\$10,000	\$10,001-\$20,000	\$20,001-\$30,000	\$30,001-\$40,000	\$40,001-\$50,000	\$50,001-\$100,000	Over \$100,000	Total
Less than \$5,000	5	8	0	1	0	0	0	0	0	14
\$5,001-10,000	2	5	5	0	0	0	0	0	0	12
\$10,001-\$30,000	0	1	3	11	3	0	0	0	0	18
\$30,001-\$50,000	0	4	3	5	4	2	3	0	0	21
\$50,001-\$70,000	0	1	1	2	6	2	3	6	0	21
\$70,001-\$100,000	1	0	0	0	2	1	2	9	0	15
\$100,001-\$200,000	0	1	1	1	0	1	0	8	4	16
\$200,001-\$500,000	0	0	1	1	0	4	0	7	11	24
Over \$500,000	0	1	0	0	0	0	0	2	27	30
Total	8	21	14	21	15	10	8	32	42	171